Reducing Time-to-Hire in South Carolina State Government

Eugenia Howard

Department of Administration, Division of State Human Resources

South Carolina Certified Public Manager Program

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Problem Statement

The South Carolina Department of Administration ("Admin") is the central administration agency for South Carolina state government ("the State" or "State") and its mission is to "Lead to identify efficiencies. Collaborate to provide services to enhance security and trust. Innovate to increase effectiveness." (About Admin, n.d.) The Division of State Human Resources (DSHR) is a department within Admin whose mission is "to partner with our customers to ensure excellence in human resources, and to improve agency performance." (State Human Resources, n.d.) In the past, DSHR assisted State agency partners with recruiting efforts on an ad hoc basis, but in recent years, DSHR expanded its focus to lead state recruiting efforts to attract top talent to careers in state government. Staff from DSHR partner with agencies and attend public recruitment events. At various recruitment events between January and June 2019, applicants notified DSHR staff members that they did not receive a notification about the status of a job for which they applied; or weeks or months elapsed before they received a call for an interview. This lack of urgency and responsiveness gives good candidates a poor view of state government and dissuades them from applying again. With the national unemployment rate as low as 3.7 percent in June 2019 (*Employment Situation Summary*, 2019), it is hard for organizations to find qualified candidates. Identifying and then remedying the reasons for State government's slow time-to-hire may position the State to better compete with the private sector for top talent.

In South Carolina, 80 of the State's almost 100 agencies use NEOGOV[1] to post jobs, receive applications, send digital communications to applicants and candidates, screen job applications for minimum requirements and preferred qualifications, and to schedule interviews. NEOGOV is also used to record employment offers made and accepted or declined. NEOGOV is an electronic human resources software used by state and other local government agencies nationwide. Its applicant tracking system modules are called Online Hiring Center (OHC) and Insight. The term NEOGOV refers to the applicant tracking system modules in this project. NEOGOV's Onboard module is used to manage the employer and employee onboarding experience. For this project, the term Onboard refers to the Onboard module.

In January 2013, vacant positions represented 13.88% of the State's 42,479 positions[2]. By December 2018, vacant positions accounted for 17.25% of the State's 51,113 positions[3], according to reports run in the South Carolina Enterprise Information System (SCEIS). The growth of State government correlates with the increase in the State's average time-to-hire. The State's average time-to-hire increased from 89 days to 140 days between 2013 and 2018, while the average time-to-hire across state governments nationwide decreased from 134 days to 87 days between 2013 and 2017. (NEOGOV, personal communication, April 23, 2019) These figures represent the time elapsed between the creation of a requisition to post a job for recruitment and the hire

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[1] They are not required to use the system, but 18 of the state's 27 higher education institutions use NEOGOV to post jobs. NEOGOV Analytics includes their data in the statewide time-to-hire calculation.

[2, 3] These figures represent FTE, Temporary Grant, Non-Regulatory, Temporary and Time-Limited positions and do not necessarily represent funded positions.

authorization date as recorded in NEOGOV[4]. This time excludes weekends and includes U.S. holidays. [Time-to-fill](#) is defined as the number of days until an agency fills a position. The organization may choose any point to begin its measurement. This may be when the position becomes vacant, when a manager requests to post a vacancy, or when the position posts for recruitment. The endpoint is usually the day a candidate accepts the job offer. (Bika, n.d.) Some agencies use NEOGOV to manage the entire recruitment, interview and hire processes so time-to-hire and time-to-fill are synonymous in those agencies. The term "time-to-hire" in this project refers to the data presented by NEOGOV Analytics.

Each of the State's almost 100 public agencies, colleges, and universities has its own processes to manage staffing and recruitment. Some agencies have streamlined and efficient recruitment plans and processes that yield low time-to-hire rates and low turnover while others struggle in these areas, thereby impacting the statewide averages. The State must decrease the average time-to-hire to be more consistent with the national landscape. The goal of this project is to identify the underlying reasons for slow recruitment processes in the State and identify or create resources to help agencies to address these underlying reasons. This project is related to DSHR's strategic goal to expand NEOGOV functionality by fully implementing the Onboarding module and developing an interface with SCEIS and continuing to provide NEOGOV training and support to agencies in fiscal year 2019-2020. The Onboard project is discussed in more detail in the [Implementation Plan](#) section.

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[4] The statewide average time between when a job is vacated and when it is posted for recruitment is unknown.

Data Collection

SCEIS was used to collect agency demographic data. NEOGOV was used to collect agency, state, and national data. Users of the NEOGOV Community forum were asked to share their average time-to-hire or time-to-fill results and best practices. Glassdoor was used to source nationwide trends.

A small sample size of agencies' data and information was analyzed due to the limited time to complete the project and volume of information to review. Eight agencies representing different sectors of State government agreed to be interviewed about their internal processes and recruitment efforts. DSHR hired a new statewide recruitment director after I began this project. The statewide recruitment director and I conducted most of the agency interviews together. These agencies represent economic development and natural resources, general government, health and social services, public safety and criminal justice, and transportation. A sample of the agency interview questions and individual agency demographics, interview summaries, and time-to-hire data are in the Appendix.

Definitions of terms used in this project are in the Glossary section.

Data Analysis

According to Glassdoor, the three United States industries with the longest interview processes[5] are government, with an average time-to-hire of 58.3 days; aerospace and defense with an average of 32.6 days; and energy and utilities with an average of 28.8 days (Chamberlain, 2017). On July 5, 2019, the State's annual average

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[5] Glassdoor does not define what benchmarks it uses to measure the interview process.

time-to-hire was 163 days for the preceding 365 calendar days (NEOGOV, 2019). A

NEOGOV staff member said a new concept in NEOGOV Analytics called "Time to Hire

Benchmarking" is on the roadmap for the year 2020. This feature lets organizations

compare their time-to-hire metrics against those of comparable organizations that use

NEOGOV. (V. Prabhakara, personal communication, October 1, 2019)

NEOGOV Analytics uses the following benchmarks to measure the average time

spent performing each activity and the overall average time-to-hire. The activities

depicted in the graphic below are further explained in the "NEOGOV Analytics' Time to

Hire Steps Defined" page of the Appendix.
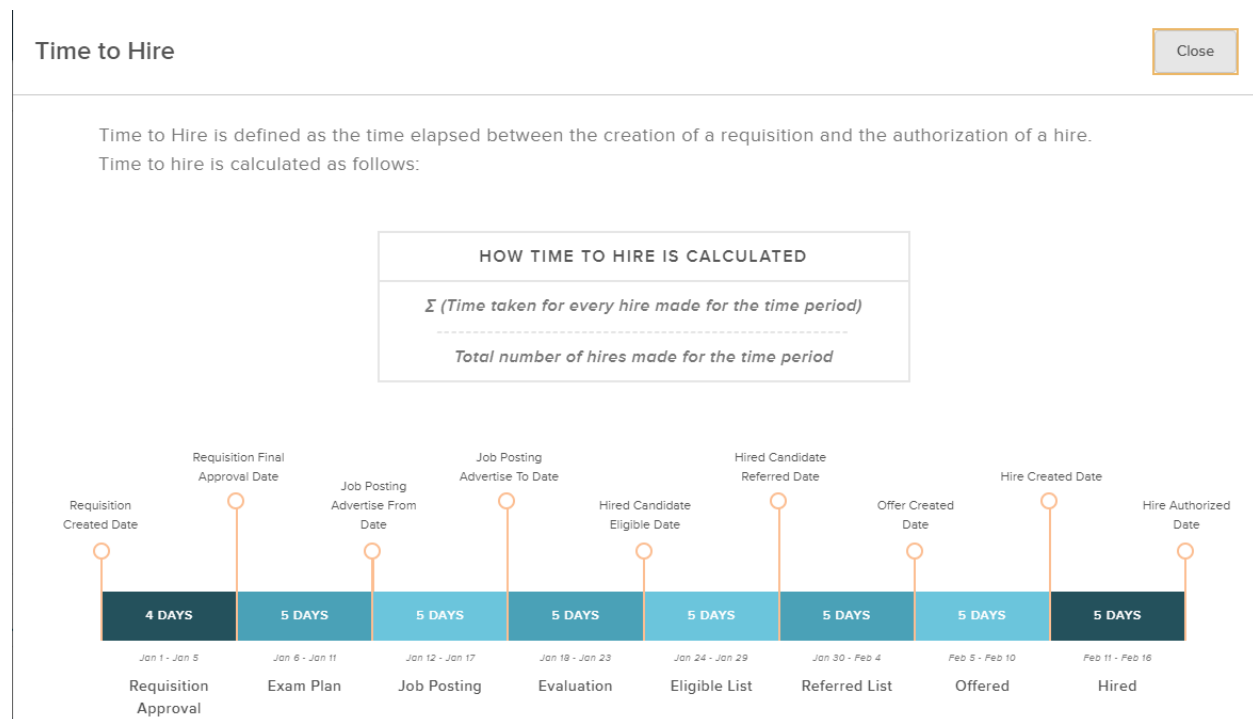
The NEOGOV Analytics graph below shows the statewide average time-to-hire in

calendar days, including holidays. This graph excludes continuous postings and

includes all agencies that used NEOGOV to post jobs[6] and record hires between July 1, 2016, and June 30, 2019. This chart is a depiction of multiple unique agency processes and does not represent a single statewide process.
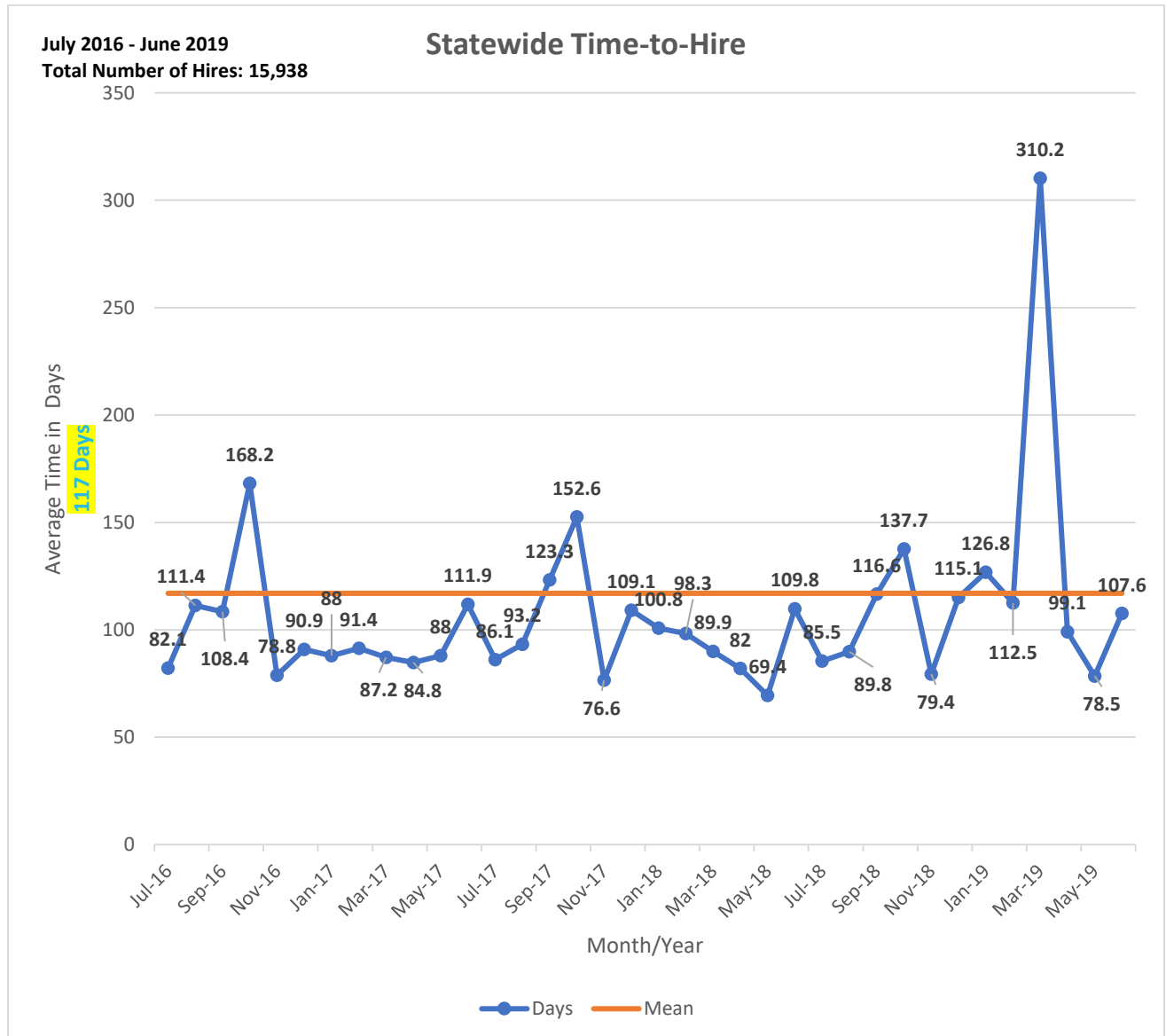
Responses from the interviews with the agencies sampled for this project support the anecdotal evidence that there are underlying causes at the agency level

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[6] Refers to all jobs posted by agencies, including unpaid and paid Full-Time Equivalent (FTE), Temporary Grant (TGE), Time-Limited Project (TLP), and temporary positions.

that contribute to the high statewide time-to-hire. For a single process, agencies may use a control chart to "monitor, control, and improve process performance over time by studying variation and its source" (The Memory Jogger, p. 53, 2016, 2nd Edition). Control charts show occurrences of common cause variation and special cause variation. Common cause variation is created by many factors that are commonly part of the process and will never be completely removed from a process (South Carolina Certified Public Manager Program, p. 36, 2019). A control chart with peaks and valleys randomly dispersed around the average line signifies common causes and a process that is in control. (The Memory Jogger, p. 60, 2016, 2nd Edition) Common cause variance is "…a measure of the process potential, or how well the process can perform when special cause variation removed." (iSixSigma, n.d.) The time-to-hire control charts of each agency sampled for this project are in the Appendix.

Special cause variation is created by a random event leading to an unexpected change. The presence of special cause variation signifies that the process is unstable. Agencies should identify, control and eliminate this type of variation (South Carolina Certified Public Manager Program, p. 36, 2019). Different tests may be used on control charts to determine if special cause variation exists. One such test identifies shifts in a process. If the control chart has nine consecutive points in a row on the same side of the average line, then special cause variation exists within the process. Another test indicates the existence of a special cause trend if the control chart includes six or more points in a row continuously increasing or decreasing. Also, points outside of the control area signify one or more special causes. If the chart on page eight represented a single statewide process, one could see possible indications of these special causes.

Analysis of the statewide data shows that there is no single factor that causes high time-to-hire. The data shows that while each agency's needs, operations, and processes are unique, there are similar contributing factors that prevent agencies from attaining short time-to-hire results. This project identifies similar factors among state agencies that affect statewide time-to-hire. The fishbone diagram in the Appendix shows the factors identified as common barriers across the eight agencies sampled for this project. Factors are divided into five major cause categories: analytics, people, policies, recruiting, and procedures. These root causes are either common causes or special causes.

Analytics

One root cause for the "Analytics" major cause category is some agencies do not measure or track hire metrics. While analytics or measurement of time-to-hire or time-to-fill in the context of this project are not considered common or special cause variations, tracking these trends may lead to the discovery of common or special cause variation. This will help agencies determine if and how to address the underlying reasons for variable results. Of the eight agencies interviewed for this project, three[7] regularly measure and track timeframes. Agencies that do not measure or do not regularly measure or track activities say that staff does not have time. People make time for things that are a priority. Agency leadership sets the organization's priorities, so it is important for those leaders to know and understand the importance of time-to-fill and time-to-hire measurements and trends and the causes and effects of the results. The

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[7] Public Safety and Criminal Justice Agency #1, Health and Social Services Agency #2, and Transportation Agency.

three agencies interviewed for this project that measure timeframes share the results regularly with agency leadership and hiring managers. These agencies recognize noticeable improvements in their timeframes because hiring managers see the trends, take pride in the progress, and actively lead or take part in process improvements.

The second root cause for the "Analytics" cause category is unreliable data. NEOGOV Analytics gathers and organizes large volumes of data and compiles simplified reports for agencies. One problem is the data presented is only as good as the data agencies enter in NEOGOV. Keying errors are a type of special cause that can lead to incorrect time-to-hire calculations. NEOGOV Analytics' time-to-hire calculation includes time spent performing the hire closeout process, which is an administrative activity and is not representative of activities that affect time-to-hire. DSHR can customize the time-to-hire calculation but this feature is only available in the user acceptance testing (UAT) environment currently. Agencies do not have access to this test environment. The closeout process entails sending notification emails to applicants, updating NEOGOV to show which candidates received interviews and offers of employment, and indicating which candidate the agency hired to fill a position. Agencies normally complete the closeout process after the candidate selected for hire begins work. Although not included in the sample for this project, a small health and social services agency indicates that human resources staff key closeouts in September when they must complete the annual EEO affirmative action reporting required by the South Carolina State Human Affairs Commission. This delay in keying affects NEOGOV Analytics' statewide time-to-hire calculation. When determining which agencies to use in the sample for this project, I discovered that a handful of agencies have no data in

NEOGOV Analytics. Upon further research, I determined that the agencies did not key all the necessary hire closeout steps in NEOGOV for the data to populate to NEOGOV Analytics. This means that the statewide time-to-hire data is not reflective of all agencies that use NEOGOV. By the end of 2019, DSHR discovered that there were around 22,000 open requisitions in NEOGOV. The oldest was created in 2007. The time-to-hire data cited in this project includes hires made between July 1, 2016 and June 30, 2019. These open requisitions and the associated job postings were not taken through all the necessary hire closeout steps, so some hires may not be reflected in NEOGOV Analytics' time-to-hire data.

Another problem is that NEOGOV Analytics does not supply enough relevant context. Without context, one may draw improper conclusions from the data presented. Law enforcement officers make up about 61.5% of [Public Safety and Criminal Justice Agency # 3's](#) workforce. Because these employees must undergo extensive background checks and complete mandatory law enforcement training, the agency hires groups of these candidates at the same time. This agency's average time to hire for July 1, 2018, through June 30, 2019, is 125 days. This agency, like others in the sample, relies on continuous postings. For example, this agency recruited for six law enforcement vacancies using one posting that ran from February 2017 through February 2019. The posting originally ran from February 28, 2017, to March 21, 2017. The agency revised the closing date 22 times, effectively leaving the posting open for 386 calendar days. The agency has no recorded hires for this posting in NEOGOV. At present, users are unable to segregate time-to-hire by job for individual agencies in NEOGOV Analytics so the duration of this posting will impact the agency's overall time-

to-hire if the agency documents a hire and completes the closeout process in NEOGOV. Someone with no knowledge or understanding of the agency's process of recruiting law enforcement officers may wrongly conclude that the agency has an inefficient process or ineffective recruitment strategies to yield such results. A detailed breakdown of this agency's data is here, in the Appendix. In comparison, one NEOGOV Community forum user from Scott County, Minnesota explained that they measure their time-to-hire from the day a position posts through the start date of the hired candidate. Their average time-to-hire for all positions is 81 days. The time-to-hire for positions in the sheriff's office is 123 days. The process for these positions includes additional steps and more in-depth background checks than other positions. The average time-to-hire for positions outside of the sheriff's office is 71 days. (H. Shue, personal communication, October 3, 2019)

People

The first root cause for the "People" major cause category is communication. Agencies say that hiring managers do not know how to translate their needs into a relevant, concise, understandable, and accurate job description. Job descriptions are either too long and vague or too short and vague. In some cases, the minimum job requirements are too general, thereby yielding a large applicant pool that does not have the desired qualifications; or they are too narrowly focused, thereby yielding a small applicant pool. Both conditions may lead to the necessity of re-posting, which results in long time-to-hire. Another issue is the employees who create the postings neglect to convert agency-specific acronyms and jargon into simple and understandable terms that

potential applicants understand. As a result, agencies see fewer applicants and longer time-to-hire. Some agencies rely on generic job titles such as senior consultant or program coordinator instead of using specific and clear internal titles that succinctly defines what the job is. Agencies whose human resources staff work proactively with hiring managers to define and translate needs have fewer re-posts. Re-posts are a type of special cause.

The second root cause for the "People" major cause category is people are unwilling to change. Two closely related reasons that people are unwilling to change is they do not understand their role, and they do not know there is a problem. Four[8] agencies publish and share a policy, procedure, or workflow with hiring managers and other staff members that outlines who handles each step in the recruitment, interview and hire processes. Two[9] of these agencies mandate the number of days in which each person must complete their assigned step(s). Two agencies say that hiring managers relied on their administrative assistants or human resources staff to manage the recruitment, interview and hiring processes. Hiring managers must understand that they drive these processes and the other players help to facilitate them. The three[10] agencies that share turnaround data with managers indicate that hiring managers become more involved in the process when they know where they stand. No one wants to be the weak link. One agency shared that it received complaints from hiring managers who blamed human resources for not getting candidates hired quickly. Human resources

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[8] Public Safety & Criminal Justice Agency #1, Health and Social Services Agency #2, Public Safety and Criminal Justice Agency #2, and Transportation Agency.
[9] Public Safety and Criminal Justice Agency #1 and Transportation Agency.
[10] Public Safety and Criminal Justice Agency #1, Health and Social Services Agency #2, and Transportation Agency

implemented a new electronic personnel transaction system that allows them to track

turnaround times down to the unit level. Data shows that the holdup was with hiring

managers. This agency recognized a decrease in turnaround times after sharing the

data with hiring managers.

The third reason for people's unwillingness to change is they do not know about

existing alternatives. Three[11] agencies indicate that human resources staff download or

print applications and email or deliver them to hiring managers instead of allowing hiring

managers to access the applications in OHC. One of these agencies states its hiring

managers do not know how to use OHC. Instead, two human resources staff members

batch download and email applications to its 231 hiring managers. OHC provides hiring

managers with no more private or protected information than what is already on the

applications they receive from human resources. Human resources may give hiring

managers access to OHC and set up security parameters for each hiring manager. After

human resources reviews and qualifies applications in Insight, they can send the

qualified applications to the hiring managers' OHC profile with a few simple clicks of the

mouse. The hiring manager receives an automatic email from OHC to let them know

that applications are ready for their review. The hiring manager may then log into the

system to view the applications. He or she may also use OHC to show which applicants

received interviews and offers of employment. This process reduces the likelihood of

applicants' personal information being lost or shared with unintended parties. This

process also saves time for human resources staff. Two agencies[12] interviewed for this

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[11] Economic Development and Natural Resources Agency, Public Safety and Criminal Justice Agency #2, and Public Safety and Criminal Justice Agency #3
[12] Public Safety and Criminal Justice Agency #1 and Health and Social Services Agency #2.

project say they stopped the practice of printing or batching applications for hiring

managers because it proved inefficient in their process. One of these agencies said it

experienced challenges with getting hiring managers trained and onboard with the

change but the hiring managers eventually voiced that they could not believe how easy

OHC is to use and did not understand why they did not use the system before.

The third root cause for the "People" major cause category is workload. Small

human resources staffs and working managers are factors that agencies cannot always

control. These employees have many and varied daily responsibilities, so they do not

always have the time to focus on efficient recruiting, interviewing, and hiring. High

turnover is another contributing factor to high workload. Agencies with high turnover

spend much of their time offboarding employees and filling slots to keep business

continuity. There is limited or no time to explore or implement new practices or

procedures. Although an agency has no control over all the reasons that employees

leave, it can identify and address the ones that it can control. This will yield lower

turnover, and as a result, free up staff to focus on other activities.

Although most of the root causes discussed in this section relate to people's

behaviors, they signify problems with scope definition, management of processes,

design of procedures and working conditions. These are examples of common cause

variance.

Policies

Outdated policies are the first root cause of the "Policies" major case. Policies that do not reflect the current needs, values, and goals of the organization derail progress. One agency[13] realized its turnaround times were high partly because its applicant selection process policy stated that hiring managers had 90 days to make a hire selection after the posting closed. This did not fit with the agency's goal of hiring quality candidates quickly, so the agency revised its policy to give hiring managers 30 days. An inappropriate policy is an example of common cause variance.

Recruiting

Reliance on continuous or long-term postings is one root cause for the "Recruiting" major cause category. DSHR advises against the regular use of continuous postings. Agencies use these types of postings because of real or perceived need. The agencies that indicate a real need, use these postings for their core recruitment demands. For example, Public Safety and Criminal Justice Agency #3 uses continuous postings for its law enforcement positions, which makes up about 65.1% of the agency's workforce. The agency has an ongoing need to fill law enforcement positions. Other agencies interviewed for this project say that hiring managers like using continuous or long-term postings because they think this will generate a larger applicant pool. Using such postings lengthen the agency's time-to-hire and increases the workload for human resources staff responsible for reviewing, qualifying, and referring applications to hiring managers. Continuous postings are a deterrent for potential applicants. When a job posts for a lengthy period, applicants wonder what is wrong with the job, why the

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[13] Public Safety and Criminal Justice Agency #1

agency cannot keep people in the job, and whether the agency will really hire someone

for the job. Another issue is applicants cannot update applications once they submit

them for a continuous or long-term posting. If a posting is open for months or years, an

applicant who obtains additional or new education, skills or experience during that

timeframe cannot update their original application or submit a new one for that posting

due to NEOGOV system restrictions.

NEOGOV data shows an exorbitant number of continuous postings statewide.

On October 7, 2019, state agencies advertised a combined 667 continuous postings

with some open since 2014. One agency interviewed for this project posted for a

physician from December 10, 2014, through October 7, 2019. The agency received nine

applications in four years and ten months. The agency received its first application

seven months after the posting opened and the ninth and final application more than

three years and nine months after the posting opened. No hire is recorded for this

posting in NEOGOV. This is one example where using a continuous posting did not

appear to generate a large applicant pool.

Niche and hard-to-fill positions contribute to the "Recruiting" major cause

category and are considered special causes. As seen in the above example, a

physician is a hard-to-fill position for that agency. Niche or hard-to-fill positions take

longer to fill because few qualified applicants exist within the recruiting area or external

competition prevents the agency from making hires. In such situations, agencies benefit

from using creative recruitment strategies instead of relying on passive recruitment,

which is another root cause of the "Recruiting" major cause category.

Passive recruitment refers to posting a job and waiting for applicants to apply. Agencies cite cost, staff availability, lack of recruiting knowledge and NEOGOV limitations as the reasons they may rely on passive recruitment. Radio and television stations, and job boards and professional networking sites like Indeed and LinkedIn can put a strain on recruitment budgets. Large agencies with small recruitment staff do not have the ability to engage in many proactive recruitment activities because they are busy managing daily work assignments. Another problem is some agency personnel do not know how to strategize and recruit proactively. DSHR recognizes this and recently hired a statewide recruitment director who will partner with agencies to identify and address their specialized recruitment needs.

While interviewing agencies for this project, some voiced the desire to source potential candidates by performing a search by keyword in NEOGOV instead of by applicant name. NEOGOV representatives introduced this feature - called Talent Search - during a training held in April 2018 but DSHR did not revisit the topic until the statewide recruitment director and I interviewed agencies for this project. The Talent Search feature allows agencies to search for past applicants by specific skills, certifications, experience, education, etc. An agency's human resources staff can contact these potential candidates and encourage them to apply for new or upcoming vacancies for which they may qualify. DSHR activated the Talent Search feature for State government agencies on October 30, 2019. This is a zero-cost measure that allows agencies to proactively source candidates who previously applied to their respective agency.

Procedures

"Procedures" is the fifth and final major cause category. Inappropriate or inefficient procedures are examples of common cause variations. A root cause of this category is the inefficient routing of documents. Some processes are paper-driven with many approval levels or the same person or area "touching" the posting request or documents multiple times before posting. These things contribute to a slow process.

The second root cause for the "Procedures" major cause category is NEOGOV is not used to its full capacity. No reason to learn what NEOGOV can do, fear of change, and untrained staff contribute to antiquated processes and duplication of efforts. DSHR implemented NEOGOV across State government in 2007. Between implementation and April 2018, DSHR did not keep abreast of NEOGOV system updates and training and in turn, did not provide regular classroom training to agency human resources staff. Agencies had no pressing reason to learn how they could use NEOGOV to streamline internal processes. As a result, some agencies continue to use external methods to perform the tasks for which NEOGOV is designed. For example, one agency sampled for this project previously used a Microsoft Access database to document hires because the human resources leadership was not trained in NEOGOV.

Although not interviewed for this project, the human resources staff of one large transportation agency says it uses NEOGOV to download a spreadsheet of qualified candidates which they email with a batch download of applications to hiring managers. The hiring managers use the spreadsheet to show who received interviews and returns it to human resources. Human resources staff then key this information in OHC. The agency's hiring managers do not use OHC. A human resources staff member

expresses fear of giving hiring managers access to the system but cannot articulate why the fear exists.

Overall Analysis

Because the sample size for this project represents a small portion of State government, I am unable to pinpoint which types of special causes described throughout this project occurred during the months and years shown on the run chart on page eight. The findings show that a combination of causes affects the statewide results. First, agencies must ensure that the data entered in NEOGOV is as accurate as possible. Then, each agency may evaluate its results and determine and remove special causes that affect their individual time-to-hire results. DSHR may then use NEOGOV Analytics to produce new control charts to monitor and analyze time-to-hire statewide.

Implementation Plan

DSHR has no authority to change agencies' processes or procedures, but we can provide resources to help agencies. The new statewide recruiter can partner with agencies to develop creative recruitment strategies for hard-to-fill positions.

Agencies' human resources staff have access to run NEOGOV Analytics' time-to-hire charts for their individual agencies, but not statewide. To promote transparency and accountability, DSHR can publish the statewide charts on its SCHR Professionals website. This is a password protected site that DSHR uses to post communications, presentations, and resources for human resources personnel statewide. Staff with approved user credentials can log into the site at any time. DSHR can begin publishing

the statewide time-to-hire charts immediately and without incurring costs. DSHR can

send an email notification of these published charts to human resources staff statewide

and communicate statewide and agency-specific analytics to agency heads so they can

drive improvements in their organizations. DSHR leadership must approve the

placement of statewide time-to-hire on the SCHR Professionals website.

DSHR will implement the Onboard module by the end of fiscal year 2019-2020.

The Onboard module is a self-service portal that agencies can use to assign new hire

paperwork to employees before their first day of work. Agencies may include welcome

and orientation videos and other pre-onboarding information. This can decrease the

amount of time spent getting new employees ready to begin work. DSHR purchased the

Onboard module in January 2018 and is currently working with two state agencies to

test and pilot Onboard. DSHR provides status updates to agencies at the quarterly HR

Advisory meetings. In August 2019 DSHR introduced a LinkedIn pilot where agencies'

individual LinkedIn accounts feed job announcements to the statewide LinkedIn and

Twitter accounts for no additional cost to agencies. This increases agencies' visibility to

the public and helps draw more potential applicants to the State.

DSHR will create a best practice guide to assist agencies with creating and

managing efficient and effective recruitment, interview and hire processes. The guide

can include information on how to measure time-to-hire and how to spot instances of

common and special cause variance. This may be completed by the end of fiscal year

2020-2021. DSHR has already begun to provide supplemental Insight, OHC and

NEOGOV Analytics training for agency human resources staff by sharing detailed

instructions on how to properly authorize hires and fill requisitions in NEOGOV. In

addition, a beginner-level classroom training is scheduled for February 2020. The cost incurred for these efforts is the time that DSHR staff must spend creating the guide and preparing for and delivering the training. DSHR leadership and Admin's communications department must approve the creation and publication of a best practices guide and training materials.

State agencies subject to the provisions of the State Human Resources Regulations, known as regulatory state agencies, must receive approval from their assigned DSHR consultant before updating, reclassifying or creating Executive Compensation positions, non-delegated unclassified positions, and non-delegated classified positions in pay band seven or above. This activity impacts agencies' time-to-hire because they must wait for their consultant's approval before posting the vacancy. DSHR does not have an internal mechanism to track how long it takes for its consultants to approve requests from agencies. DSHR may consider implementing a tool to track this activity to ensure that DSHR staff do not hinder agencies' time-to-hire unnecessarily. Another DSHR employee's CPM project titled "Utilizing Electronic Signatures and Electronic Form Filling to Streamline Document Approval Process" explored this concept. It is unknown now what this may cost or how long it may take to implement it.

While DSHR's authority to affect the change necessary to reduce statewide time-to-hire is limited, each agency can implement impactful change within its organization. Variations in a process are normal. The suggested agency improvements below are not intended to eliminate all variations, but to address the potential for special causes.

Table 1

Suggested Agency-Level Improvements

Measure, Track and Share Timeframes

- Decide on benchmarks to measure

- Teach appropriate staff how to measure and interpret results

- Share results with key managers

- Use NEOGOV Analytics or another tool to measure and track

- Consider turnover and other factors

- Explore NEOGOV's Job Application Health Feature[14]

Streamline Internal Processes

- Begin the posting process as soon as a vacancy is expected

- Reduce approval levels

- Each process owner "touches" the request only once, if possible

- Consider decentralized approvals and processing

- Empower hiring managers to take more active roles in the process

- Use OHC and Insight to their full capacity

- Assign multiple staff to post and qualify (with training to ensure consistency and communication), if possible

- Reduce or eliminate manual routing and approvals

- Balance the results of a streamlined process against the quality of hires

Communicate

- Create and publish standard operating procedures
- Communicate benchmarks or goals to all involved in the process
- Managers and human resources work together to forecast and understand needs
- Managers and human resources work together to create recruitment plans
- Communicate timely with all applicants

Train

- Train staff on Insight and OHC

- Train interviewers regularly to remove fear, bias, and uncertainty

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[14] New feature that uses past recruitment data of similar positions to estimate how long to post a position to yield top talent.

Leadership buy-in is imperative on the agency level. Providing agency leadership with data that shows the need for change, balanced with the potential impact(s) of the status quo will garner their support and approval. One potential impact is high cost-per-hire. With this buy-in, agencies can overcome obstacles like organizational culture and resistance to internal process changes if agency leadership communicates clearly and intentionally with hiring managers. Best efforts to hire quality staff quickly are easily thwarted by low retention and high turnover. A good recruitment strategy and employee engagement program can help improve or maintain retention.

Some obstacles are unavoidable and agencies must do what they can to mitigate these issues. Agencies with hard to-fill positions like healthcare or engineering will continue to see longer-than-desired time-to-hire. A good recruitment and marketing strategy will help to increase applicant pools but may not wholly "fix" recruitment challenges. Similarly, agencies with lengthy pre-screenings and pre-onboarding activities may not be able to drastically lessen the time to complete these activities, but the implementation of Onboard will help.

Evaluation Method

DSHR can continue to monitor statewide time-to-hire after implementing the resources for agencies. Agencies will be asked to provide feedback on the DSHR implementations and may also be polled to see what additional methods they use to manage or reduce time-to-hire.

Summary and Recommendations

A consistent theme heard from agencies throughout this project is agencies must compete for candidates with the private sector. Being able to source and hire quality candidates quickly will help to alleviate the struggle. Although flawed, the NEOGOV Analytics data shows that the State has problems that it must identify and address. Interviews with agencies sampled for this project confirm the existence of the problems. If implemented, the recommendations made in this project will result in decreased statewide time-to-hire.

References

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Appendix

Appendix: NEOGOV Analytics' Time to Hire Steps Defined

Time to Hire is defined as the time elapsed between the creation of a requisition and the authorization of a hire.

Time to hire is calculated as follows:

HOW TIME TO HIRE IS CALCULATED

Σ (Time taken for every hire made for the time period)

Total number of hires made for the time period
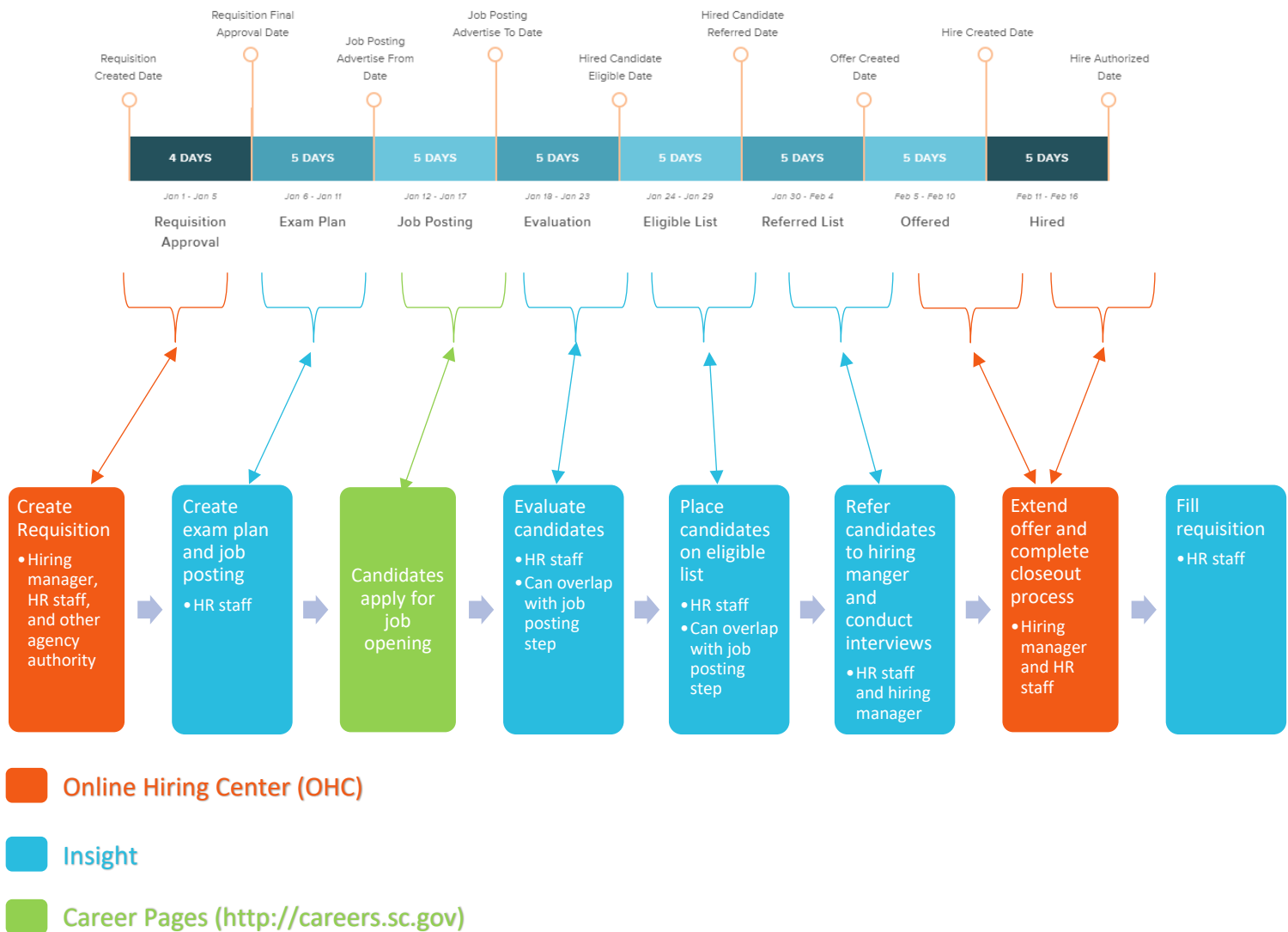
- *Prescreening activities (e.g.: background and reference checks) usually occur during the "Referred List" or "Offered" phases.*
- *Agencies may send individual or batch status update emails to candidates at any time in the process in Insight or OHC.*

Appendix: Statewide Postings, Hires and Time-to-Hire[15]

Month/Year	Number of Postings Created (Newly Opened/Re-Opened During the Month)	Number of Hires	Average Time-to-Hire (Days)	
Jul-16	612	319	82.1	
Aug-16	674	421	111.4	
Sep-16	585	519	108.4	
Oct-16	471	1197	168.2	
Nov-16	561	179	78.8	
Dec-16	526	334	90.9	
Jan-17	502	265	88	
Feb-17	580	404	91.4	
Mar-17	663	396	87.2	
Apr-17	557	283	84.8	
May-17	591	430	88	
Jun-17	603	460	111.9	
Jul-17	609	329	86.1	
Aug-17	676	310	93.2	
Sep-17	506	398	123.3	
Oct-17	599	1078	152.6	
Nov-17	653	208	76.6	
Dec-17	638	323	109.1	
Jan-18	576	413	100.8	
Feb-18	687	296	98.3	
Mar-18	609	365	89.9	
Apr-18	660	355	82	
May-18	**789**	**345**	**69.4**	→ Best – approx. 13 weeks
Jun-18	816	578	109.8	
Jul-18	814	429	85.5	
Aug-18	864	456	89.8	
Sep-18	579	578	116.6	
Oct-18	855	897	137.7	
Nov-18	790	258	79.4	
Dec-18	557	251	115.1	
Jan-19	782	447	126.8	
Feb-19	775	363	112.5	
Mar-19	**775**	**597**	**310.2**	→ Worst – approx. 62 weeks (1 year and 10 weeks)
Apr-19	887	454	99.1	
May-19	919	456	78.5	
Jun-19	886	547	107.6	

Statewide Postings, Hires and Time-to-Hire
Overall Average Time-to-Hire: 117 Days

[15] A single job posting may be used to hire multiple employees. The "Number of Hires" column shows hires made during the month indicated. Some of these hires derive from postings created in previous months. Chart data is from NEOGOV.

Appendix: Agency Interview Questions[16]

General

- Do you have a written recruitment/hire policy or procedure?
- What does a successful hiring process look like to you?
- Do you know your current average time-to-hire and time-to-fill rates?
  - How do you measure each? (e.g.: factors used to measure, tools used to measure)
  - Who is responsible for measuring? How often do you measure? What do you do with the information?
  - How does your current rate affect the business operations of your HR office and the agency?
- What are your desired time-to-hire and time-to-fill rates?
  - How did you come up with these?
- Have your rates increased, decreased or stayed the same over the last three years? If they have changed, what factors have contributed to the change(s)?
- Are there certain times when you have more or fewer postings?
- Does your agency or department forecast staffing needs? If so, when does this occur?
- What *external* factors impact your recruitment efforts? (e.g.: niche position, candidate pool, competition with other employers, etc.)
  - Do you have data to support this?
  - Specifically, how have these factors impacted your time-to-fill and time-to-hire rates?
- What *internal* factors impact your recruitment efforts? (e.g.: budget, competing priorities, workload, staffing)
  - Do you have data to support this?
  - Specifically, how have these factors impacted your time-to-fill and time-to-hire rates?
- Where do you feel the most time is spent in your recruitment process? Do you have data to support this?
- What is your average volume of postings per week/month?
- Which positions are posted most often?
  - How is this done? (e.g.: individual postings or one posting for multiple positions, continuous postings)
  - Why are these positions posted most often? (Use 5 whys)
  - What kind of success have you had in filling these positions? What works? What tools or methods do you use? (e.g.: external ads, proactive recruiting, referral programs, etc.)
  - What resources or assistance do you feel you need to assist with filling these positions?
- Which positions are most difficult to fill?
  - Why are they difficult to fill? (Use 5 whys)
  - Do you have data to support this?

---

[16] This document was used as a guide during agency interviews. Interviewer(s) did not ask all questions.

- o What kind of success have you had in filling these positions? What works? What tools or methods do you use? (e.g.: external ads, proactive recruiting, referral programs, etc.)
- o What resources or assistance do you feel you need to assist with filling these positions?

Posting Process

- What is your process, from the moment that a need to hire is determined, to the day that a candidate begins work?
- What paperwork is needed to post a vacancy?
  - o Who drafts the paperwork?
- In what order does each person in the process receive/review/approve/process the posting request? Are the steps sequential or do some things happen concurrently?
- Who initiates a request, and how? (e.g.: electronically, request form, PD)
  - o How long does this take? Do you have data to support this?
  - o What works well in this step?
  - o What does not work well? (e.g.: errors, rework, waiting)
  - o What are the potential negative impacts of altering this step? How can these impacts be overcome?
- Who must review and why? (Use 5 whys)
  - o What info does the reviewer need in their review?
  - o How is this review done? (e.g.: electronically, manually)?
  - o How long does this take? Do you have data to support this?
  - o What works well in this step?
  - o What does not work well? (e.g.: errors, rework, waiting)
  - o What value does this step have in the process?
  - o What are the potential negative impacts of altering this step? How can these impacts be overcome?
- Who must approve and why? (Use 5 whys)
  - o What info does each approver need to approve?
  - o How is this review done (e.g.: electronically, manually)?
  - o How long does this take? Do you have data to support this?
  - o What works well in this step?
  - o What does not work well? (e.g.: errors, rework, waiting)
  - o What value does this step have in the process?
  - o What are the potential negative impacts of altering this step? How can these impacts be overcome?
- Who must create the requisition in NEOGOV and why? (Use 5 whys)
  - o What info does this person need to create the requisition?
  - o How long does this take? Do you have data to support this?
  - o What works well in this step?
  - o What does not work well? (e.g.: errors, rework, waiting)
  - o What value does this step have in the process?
  - o What are the potential negative impacts of altering this step? How can these impacts be overcome?
- Who must post the job and why? (Use 5 whys)

- o What info does this person need to post the job?
- o How long does this take? Do you have data to support this?
- o What works well in this step?
- o What does not work well? (e.g.: errors, rework, waiting)
- o What value does this step have in the process?
- o What are the potential negative impacts of altering this step? How can these impacts be overcome?
- Who must create the exam plan in NEOGOV and why? (Use 5 whys)
  - o How long does this take? Do you have data to support this?
  - o What works well in this step?
  - o What does not work well? (e.g.: errors, rework, waiting)
  - o What value does this step have in the process?
  - o What are the potential negative impacts of altering this step? How can these impacts be overcome?
- Who must review applications and qualify candidates? (Use 5 whys)
  - o How is this done? (e.g.: electronically, manually)
  - o How long does this take? Do you have data to support this?
  - o What works well in this step?
  - o What does not work well? (e.g.: errors, rework, waiting)
  - o What value does this step have in the process?
  - o What are the potential negative impacts of altering this step? How can these impacts be overcome?
- Who must refer the candidates to managers and why? (Use 5 whys)
  - o What info does this person need to post the job?
  - o How is this review done (e.g.: electronically, manually)?
  - o How long does this take? Do you have data to support this?
  - o What works well in this step?
  - o What does not work well? (e.g.: errors, rework, waiting)
  - o What value does this step have in the process?
  - o What are the potential negative impacts of altering this step? How can these impacts be overcome?
- Who sends notices to candidates in NEOGOV to let them know if they qualify for the posting and that their application has been sent referred to the hiring manager?
  - o When does this happen?
  - o How long does this take?
  - o What works well in this step?
  - o What does not work well? (e.g.: errors, rework, waiting)
  - o What value does this step have in the process?
  - o What are the potential negative impacts of altering this step? How can these impacts be overcome?
- How do hiring managers receive the applications of qualified candidates? (e.g.: electronic, manual)
  - o Who is responsible for this step? Is this done for all hiring mangers?
  - o If manual, why? (Use 5 whys)
  - o How long does this take? Do you have data to support this?
    - ▪ Do you have a process in place to follow up with managers after a certain amount of time has elapsed?

- ▪ Do you have a process in place to notify applicants of the status?
  - o What works well in this step?
  - o What does not work well? (e.g.: errors, rework, waiting)
  - o What value does this step have in the process?
  - o What are the potential negative impacts of altering this step? How can these impacts be overcome?

Interview and Selection Process

- How long does it take hiring managers to review applications before scheduling interviews?
- Who contacts candidates for interviews?
  - o When is this done?
  - o How is this done?
  - o How long does this take?
- Who develops the interview documents? (e.g.: interview questions, rating matrix, etc.)
  - o When is this done?
  - o How long does this take?
  - o Does the agency use standardized interview questions and rating matrices?
- When are interview panel members selected and notified of interview dates and times?
  - o How many people normally serve as panelists?
  - o Are there standing members of the panel? (e.g.: HR staff, legal, management, etc.)
- What other pre-work is done prior to interview dates?
- Are interview panelists trained to conduct interviews? When and how is this training received?
- On average, how many candidates are interviewed for your routine positions?
- On average, over what span of time are the interviews conducted? (e.g.: X days, X weeks, etc.)
  - o Do you have data to support this?
- What is the process after a top candidate is selected for hire? (Internal approvals, reference, and background checks, external approvals, etc.)
  - o Who conducts references and when? How long does this take?
  - o How is the request to hire initiated?
  - o For each step:
    - ▪ Who is responsible for the step?
    - ▪ When does it happen?
    - ▪ How long does it take?
    - ▪ What works well in the step?
    - ▪ What does not work well? (e.g.: errors, rework, waiting)
    - ▪ What value does each step have in the process?
    - ▪ What are the potential negative impacts of altering each step? How can these impacts be overcome?
- Who sends the offer letter sent to the top candidate?
  - o When is this done?
  - o How is this done?
- How is the candidate's start date selected?

- How long do you give candidates to respond to an offer?
- What do you do if a candidate declines an offer?
- What do you do if a candidate misses the response deadline?
- Does anyone reach out to the candidate after he/she accepts the position? (e.g.: a phone call to welcome them and answer questions)

Closeout Process

- Who must close out the hire in NEOGOV (OHC and Insight)?
- When does this occur?
- How long does this take?
- Does the agency go through all of the closeout steps in NEOGOV?
- When are candidates notified that the position has been filled (or won't be filled or will be re-posted)?
    - How is this done?
    - Who is responsible for this step?

Appendix: Fishbone Diagram (Cause and Effect Diagram)

Analytics

No context or false context

Bad data entry

Unreliable Data

Don't know the value

Don't have time

Not measuring or tracking

NEOGOV not used at full capacity

Fear of change

No reason to learn

Staff not fully trained

Procedures

Inefficent routing of documents

Same area "touching" multiple times

Paper driven

Many approval levels

People

Don't know there's a problem

Don't understand their role

Don't know about alternatives

Unwilling to change

Don't know how to translate needs

Communication

Policies

Small HR staff

Workload

High turnover

Working managers

Don't reflect current needs or priorities

Outdated

Reliance on continuous or long-term postings

Perceived need

Real need

Niche/hard-to-fill positions

Few qualified applicants

External competition

Passive recruiting

Cost

Staff availability

NEOGOV limitations

Don't know how to proactively recruit

Recruiting

High Statewide Time-to-Hire

Appendix: Economic Development and Natural Resources Agency: Interview Summary

Organizational Structure (as of November 12, 2019)

Employee Group	Filled Total	Vacant Total
AGENCY HEAD	1.000	0.000
CLASSIFIED FTE	127.000	10.000
TEMPORARY	0.000	0.000
TEMPORARY GRANT	0.000	0.000
TIME LIMITED	0.000	0.000

Vacant positions above may not necessarily represent funded positions.

- 44 filled supervisory positions.
- Four HR employees, including the HR director.
- Agency has laboratory, agriculture, external affairs and economic development, and administrative divisions that report up to the agency head.

Measurement
- Tracks turnover (which is low) but does not measure or track time-to-hire.
- Can quickly identify the reasons for the spikes on the NEOGOV Analytics time-to-hire graph.

Challenges
- Much of the agency's workforce consists of unique, specialized positions that require special training (e.g.: metrologist receives about six weeks of on the job training).
- Competes with the US Department of Agriculture and another state agency for some candidates.
- Consumer service positions are hard to fill in small counties.
- Public information director and entry-level marketing positions churn often due to salary.

Process[17]

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[17] Updates or reclassification of current, non-delegated positions or the creation of new, non-delegated positions require approval from DSHR before the effective date of these actions. DSHR must also approve proposed salaries outside of an agency's delegated authority before a formal offer can be made to the candidate.

REDUCING TIME-TO-HIRE IN SC STATE GOVERNMENT

May post hard-to-fill positions for two weeks

```
Hiring manager submits    →    HR creates job posting    →    Hiring manager reviews    →    HR posts the job.
completed PD to HR.            for hiring manager's            job posting.
                              review.
                                                                                             ↓
Panel interview occurs.   ←    HR emails candidates to   ←    Hiring manager selects   ←    HR reviews and qualifies
                              schedule interviews.            candidates to interview.       applications and batch
                                                                                             emails to hiring
                                                                                             manager.
     ↓
Interview panel selects   →    HR conducts reference     →    HR obtains necessary      →    HR extends formal offer
candidate for hire and         and background checks,          approvals.                     of employment to
hiring manager submits         makes salary                                                   selected candidate.
request to HR.                 recommendation to
                              managenement.
```

Practices
- The agency does not define timeframes by which hiring managers must complete their part(s) of the recruitment, interview and hire processes.
- HR director reserves time to conduct interviews on the hiring manager's calendar when their position posts.
  - Estimates the interview timeframe by the number of potential applicants and other factors.
- Human resources develop interview questions with input from the hiring manager.
- A member of HR sits in on all interviews for the agency.
- Sometimes uses telephone interviews to narrow candidate pool or to give more details on the position.
- Conducts multiple rounds of interviews, depending on the position.
- Administers timed writing samples via email, depending on the job.

Successes
- Has a strong HR team.
- Managers are engaged in the hire process.
- Minimizes unrealistic salary expectations by including the internal hire range on postings, along with a supplemental question asking applicants if they are willing to accept a salary within the internal range.
- Human resources staff feel they do a good job of educating managers throughout the recruitment, interview, and hire processes.

Active Recruitment Efforts
- Uses Facebook and Handshake for advertising and partners with UNC Charlotte for recruitment events.

- Hosts rapid hire events.
    - Extends offers of employment within two or three days of the event.

Other Findings
- Employees in at least three divisions have a state car assigned to them, which is an extra benefit on top of base salary.
- Many employees' work is mobile.
- Wants an automatic archival feature in NEOGOV.

Appendix: Economic Development and Natural Resources Agency: Time-to-Hire Data[18]
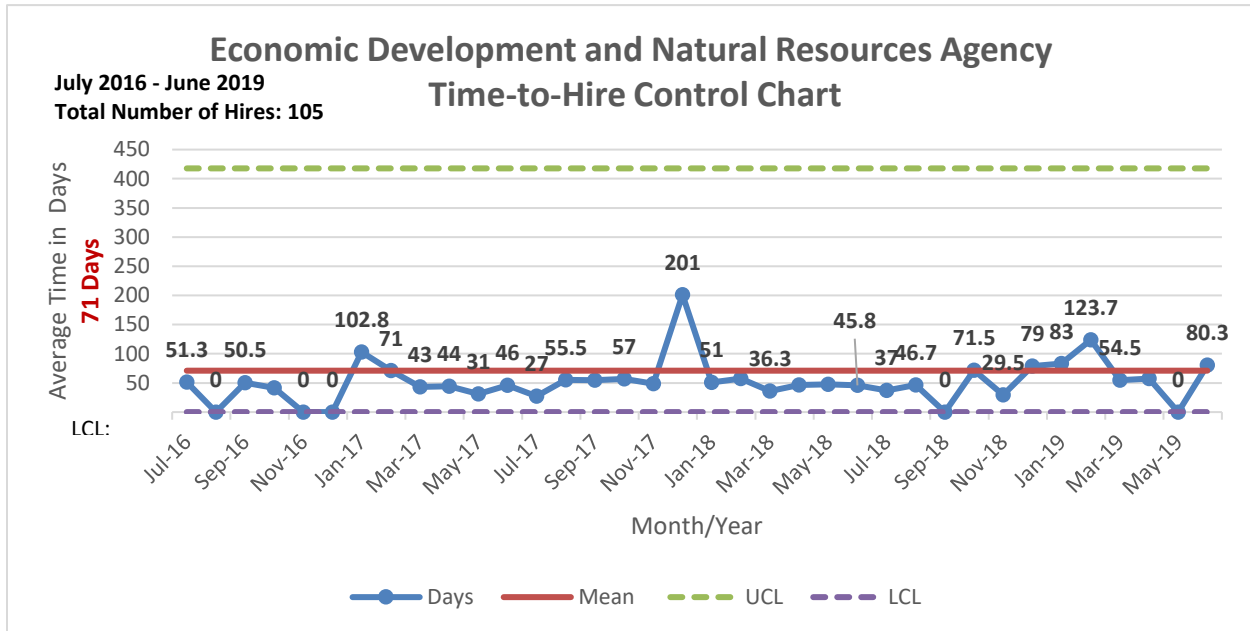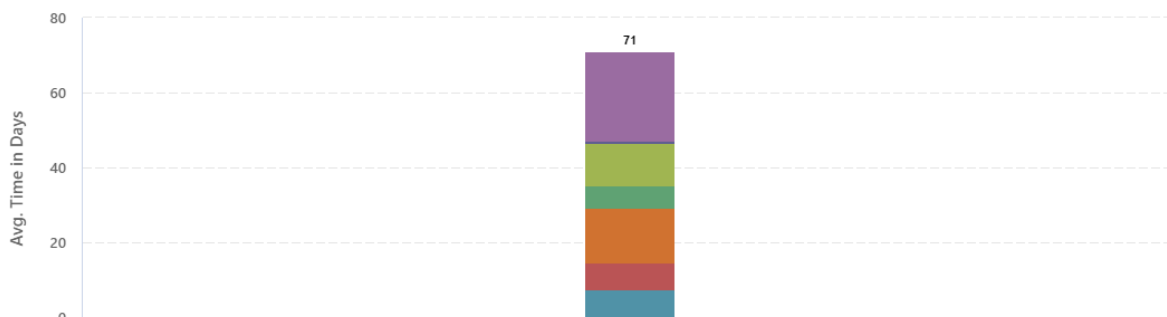
Economic Development and Natural Resources Agency

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[18] Chart data reflects non-continuous postings only. Continuous postings are excluded.

Time to Hire
July 01, 2016 - June 30, 2019
Total Number of Hires: **105**

Economic Development and Natural Resources Agency
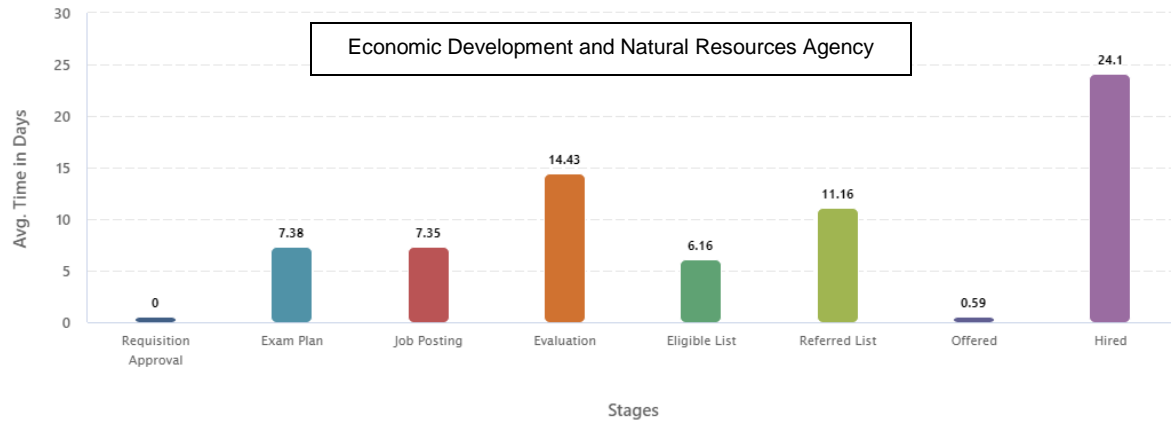
Appendix: General Government Agency: Interview Summary

Organizational Structure (as of November 12, 2019)

Employee Group	Filled Total	Vacant Total
AGENCY HEAD	1	0
CLASSIFIED FTE	462.25	130.75
UNCLASSIFIED FTE	25.75	7
TEMPORARY	0	0
TEMPORARY GRANT	0	0
TIME LIMITED	0	0

Vacant positions above may not necessarily represent funded positions.

- 147 filled supervisory positions.
- The agency is divided into four main areas with most staff and divisions under the Chief of Staff (nine divisions with a director over each division) and IT areas (three divisions with a director over each division).
- Each division has an HR liaison who initiates personnel actions and coordinates with human resources, who processes actions. One of these HR liaisons is a human resources professional.

Measurement

- The agency does not measure time-to-hire.

Challenges

- Higher-than-desirable number of re-postings attributable to a small or undesirable applicant pool.
- Turnover is high so human resources staff try to get positions filled more quickly than usual.
- Has an intensive approval process with many approvers and a different process for backfills and for reclassifications or new positions. Parts of the processes are completed electronically in NEOGOV and parts are completed manually with paper documents and physical routing of these documents to approvers. A lot of time is spent waiting.
- IT positions are hard-to-fill.
- The agency does not have a dedicated recruiter in human resources.
- Staff responsible for posting, qualifying and referring applications received improper NEOGOV training. The class and comp manager is retraining staff on the proper ways to post, screen and qualify applications.
- Previously, staff responsible for posting did not coordinate with HR liaisons in the division to discuss what the areas wanted on their job postings.

Process[19]

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[19] Updates or reclassification of current, non-delegated positions or the creation of new, non-delegated positions require approval from DSHR before the effective date of these actions. DSHR must also approve proposed salaries outside of an agency's delegated authority before a formal offer can be made to the candidate.

- Backfills[20]

HR Liaison or hiring manager completes job posting addendum and position description.	Hiring manager and division director sign job posting addendum.	HR Liaison creates requisition and uploads signed job posting addendum in NEOGOV	Budget analyst reviews and approves requisition.
Class and Comp manager reviews and approves requistiion.	Recruiting specialist creates draft job posting and forwards to HR Liaison.	HR Liaison and hiring manager review and aprpove draft posting.	HR Director reviews documents, prints hard copies, and delivers to Chief of Staff and Agency Head.
Chief of Staff and Agency Head review and approve by wet signature.	HR Director retrieves hard copy documents and approves requisition in NEOGOV.	Recruiting specialist posts the job, reviews and qualifies applications, and refers to hiring manager in NEOGOV.	Hiring manager conducts interviews, selects candidate for hire, and checks references.
Hiring manager submits hire packet to Class and Comp.	Class and Comp specialist runs salary analysis, creates summary sheet and runs background checks.	Class and Comp manager reviews and approves request to hire.	Class and Comp specialist reviews and approves request to hire.
HR Director reviews and delivers hire packet to budget analyst.	Budget analyst reviews and approves and forwards hire packet back to HR.	HR Director delivers hire packet to Chief of Staff.	Chierf of Staff reviews and approves.
Agency Head reviews and approves and fowards back to HR.	Class and Comp manager extends verbal offer and notifies hiring manager of acceptance.	Class and Comp manager forwards packet back to Class and Comp specialist.	Class and Comp specialist prepares the formal offer letter.
Class and Comp manager reviews offer letter and forwards it to the HR Director.	HR Director signs the offer letter and forwards it back to the Class and Comp manager.	Class and Comp manager fowards offer letter to Class and Comp specialist.	Class and Comp specialist emails the offer letter to the candidate.

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[20] The steps are the same for reclassifications and new positions, except the posting request is initiated outside of NEOGOV.

Practices

- On average, posts about five to six positions per week, at most.
- Currently has no written and published standard operating procedures (SOPs) for the recruiting, interview and hire processes. The human resources department is working on various HR SOPs now.
- Hiring managers use OHC to view applications of qualified applicants.
- Recently stopped the practice of posting most positions continuously.
- Most positions post for five to 10 days. IT positions normally post for 10-15 days and sometimes post for 30-45 days.
- Recruiting specialist refers qualified applications to hiring mangers within 24 hours of the posting close date.
- The agency does not require interview panels, multiple rounds of interviews or interview rating sheets.
- Human resources staff members participate in interview panels upon request.
- Previous human resources staff did not send NEOGOV notifications to applicants but they are doing this now.
- Regularly reviews "draft" postings to follow up with hiring managers and keep the approval process moving.
- Human resources staff members participate in interview panels upon request.
- Human resources staff try to deliver hire packets to management for approval within two days of receipt in human resources.
- Candidates have 48 hours to respond to the verbal offer of employment and three calendar days to respond to the formal offer letter.

Successes

- Human resources staff try to move as quickly as possible while making sure that actions are fair.
- LinkedIn helps increase visibility, though it has not helped with the number of applicants yet.
- Initiated a cleanup process to close, cancel or fill open requisitions.

Active Recruitment Efforts

- Uses executive search firms to recruit for hard-to-fill positions, mainly in IT.
- Participates in local job fairs and career events at USC, Clemson, Georgia Southern, and various HBCUs.
- When time allows, uses LinkedIn to proactively recruit applicants.
- Posts positions on Dice.com and Monster.com

Other Findings

- Working to get current position descriptions on file for every position in the agency.
- Class and Compensation manager wants to implement limits:
  - If a position is reposted three times in 90 days, the hiring manager must start over with a new posting and alternative recruitment strategies (re-evaluate the position description, salary, etc.).

- o Limit the number of days that a reposted position may stay open (i.e.: no more than 15 days).
- Wants help with the internal approval process to cut down on the number of people who must review and approve postings and hires.
- The agency does not have interviewer training.

Appendix: General Government Agency: Time-to-Hire Data[21]

**General Government Agency
Time-to-Hire Control Chart**

**July 2016 - June 2019
Total Number of Hires: 316**

Time to Hire - All Agencies
July 01, 2016 - June 30, 2019
Total Number of Hires: **316**

General Government Agency

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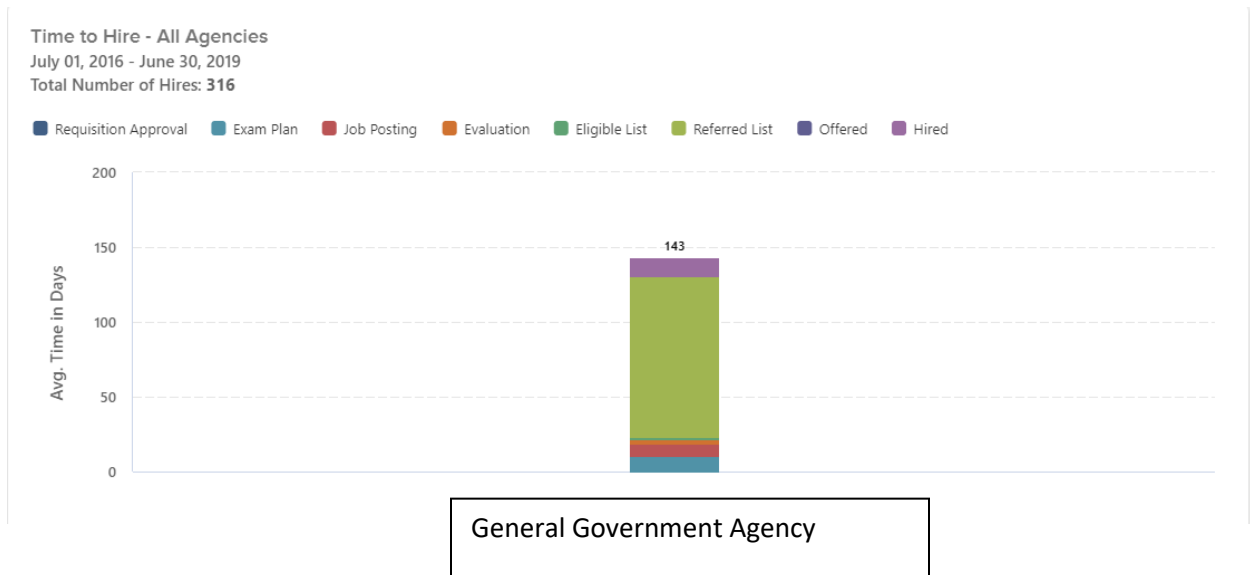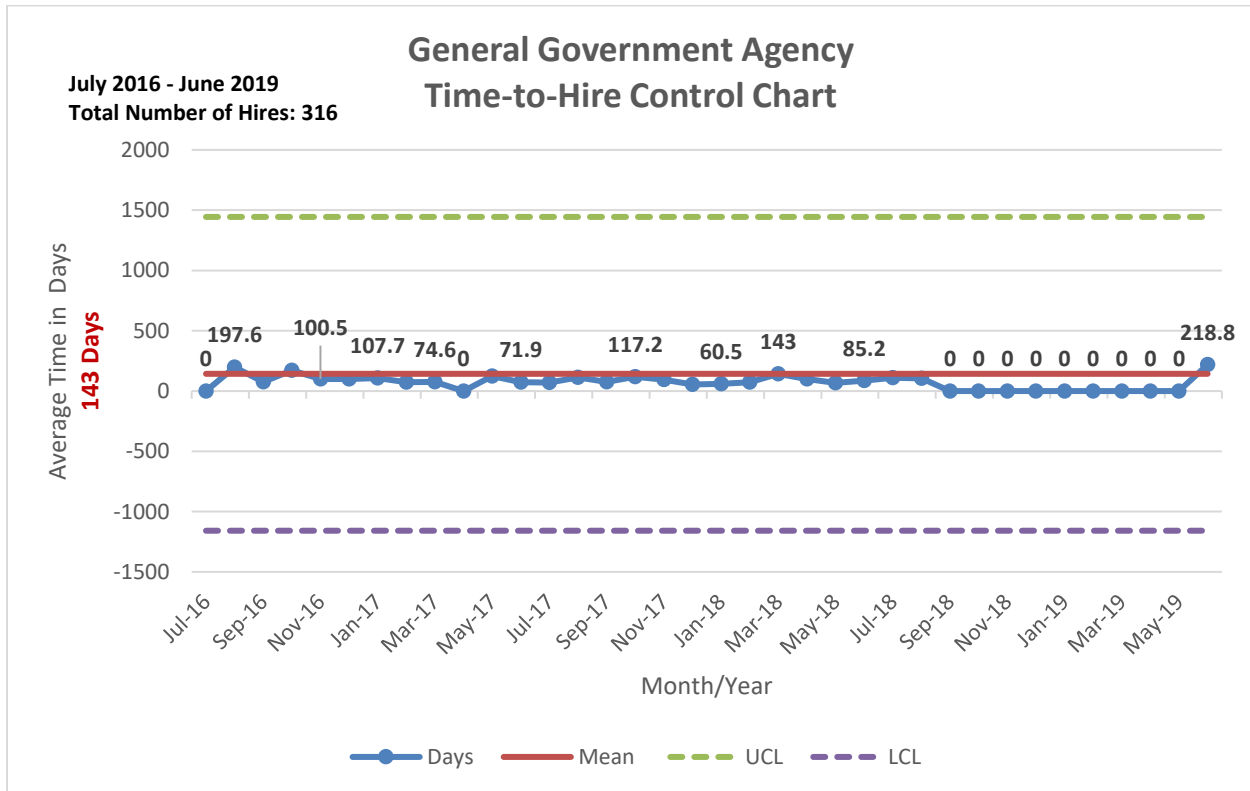
[21] Chart data reflects non-continuous postings only. Continuous postings are excluded.

Time to Hire
July 01, 2016 - June 30, 2019
Total Number of Hires: **316**
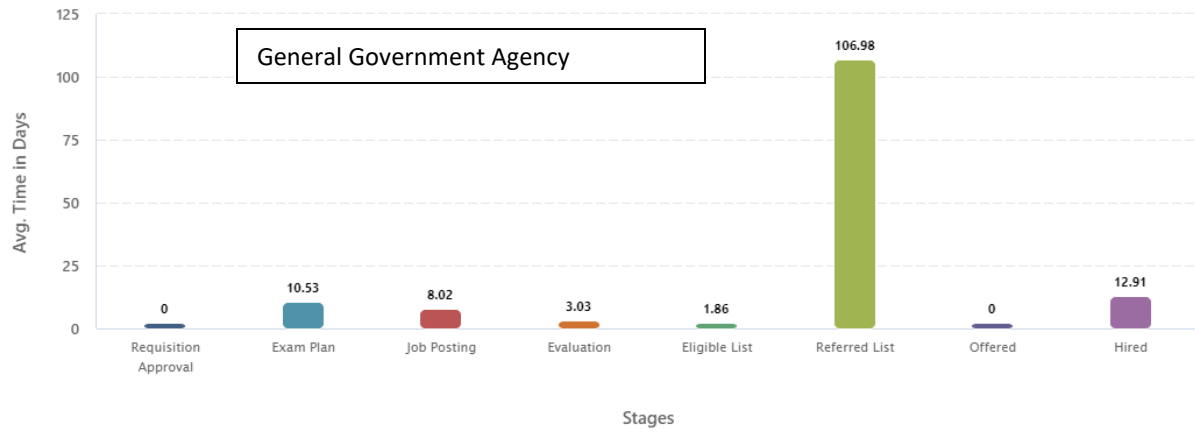
Appendix: Health and Social Services Agency #1: Interview Summary

Organizational Structure (as of November 12, 2019)

Employee Group	Filled Total	Vacant Total
AGENCY HEAD	1.000	0.000
CLASSIFIED FTE	4,116.608	395.300
UNCLASSIFIED FTE	94.741	25.063
TEMPORARY	0.000	0.000
TEMPORARY GRANT	0.000	0.000
TIME LIMITED	0.000	0.000

Vacant positions above may not necessarily represent funded positions.

- 734 filled supervisory positions.
- The agency has 16 health centers located throughout the state and its headquarters located in Columbia. The division of inpatient services is located at headquarters. Fifty percent of the agency's employees are in the inpatient services area.
- Each local health center has between one and three HR staff members who report directly to the center director. The agency considered moving these employees directly under Human Resources' purview, but agency leadership decided to shelve that idea for now.
- The agency has 39 HR staff members between its two Columbia headquarters campuses.

Measurement

- Measures and tracks hiring and time-to-fill metrics from time to time.
- Holds orientation twice each month with 70 to 90 new employees in any given orientation.
- The human resources director signs 60 to 70 exit interviews in any given two-week period.
- The agency is starting to calculate the cost to hire.

Challenges

- Retaining employees is a challenge.
  - Exit interviews show that base salary and work environment are the top reasons for voluntary separations.
  - Hires nursing assistants at $8.12/hour and puts them through a two-month program to obtain certification. Employees receive a pay increase to $10 to $12/hour, depending on experience. The agency requires a two-year employment commitment from the employees, but they leave the agency for large local hospital systems for more money. Recouping the cost of the

       certification is not worth the effort or tarnished image for the agency. A similar program is available for counselors.

- o Pay is not equal to education and job responsibilities for some positions. (i.e.: counselors receive a base salary of $33,000 and must have a master's degree and meet productivity standards)
- o Low work/life balance is an issue because the agency is short-staffed. Clinical employees cannot leave work until another employee relieves them.
- The agency competes for clinical candidates with local hospitals, private health care facilities and school districts that can pay more. The agency wants to increase employees' salaries to help relieve the pressure with recruiting, but it must secure enough funding.
- New hire orientation is lengthy and inconvenient for the second- and third-shift hires who are unavailable to attend an orientation held during the first shift.
- Tenured supervisors do not see the value of being flexible with employees, when appropriate.
- Human Resources leadership wants to evaluate organizational change to reinvent the culture within the agency, but HR employees are busy managing day-to-day operations.
- Wants to see more consistency between postings.

Process[22]

Each step may take up to two weeks

Hiring manager submits a request to post → Senior management approves → Local HR Rep posts for five days minimum → Local HR Rep reviews and qualifies applications, and batch emails to hiring manager → Hiring manager selects applicants for interview → Hiring manager extends offer of employment → Hiring manager sends hire paperwork to HR to process for payroll

HR must approve if the hire salary is more than 25% over the minimum of the pay band and/or if the candidate is a current State employee. If the salary is outside of the agency's delegated authority, then the request must go back to senior management for approval before going to DSHR for approval.

**HR strives to complete its part(s) of the process within two days.

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[22] Updates or reclassification of current, non-delegated positions or the creation of new, non-delegated positions require approval from DSHR before the effective date of these actions. DSHR must also approve proposed salaries outside of an agency's delegated authority before a formal offer can be made to the candidate.

Practices

- Human Resources encourages local center HR Reps to take down hard-to-fill postings every six months, freshen them up and then re-post the position. Wants to discourage continuous postings.
- Hiring managers receive interviewer training during supervisory training, which is offered twice per year. The agency cannot say if all hiring managers have attended.
- Panel interviews are frequent but not required.
  - The nursing directors from one section of the agency convene and conduct panel interviews every Friday. They decide what area(s) the candidates will best fit, then divvy up the candidates between those areas.

Successes

- No successes indicated by the agency.

Active Recruitment Efforts

- Uses Indeed and runs ads on local news stations like WLTX, WISTV and 95.3 radio station.
- Recruits at local colleges.
- Recruits at local correctional facilities.
- Recently ventured into geofencing through Cumulus Media.
- Promotes the agency as a health care provider and not just a state agency.
- Offers tuition reimbursements. Pays off student loans for doctors and practitioners up to a certain dollar amount over a 5-year period.
- Provides paid, on the job training and pays for professional certifications.
- Has contracts with a locum to supply psychiatrists, but this poses an issue with continuity of care amongst contingent staff. The agency has a large telemedicine program.

Other Findings

- Has an employee referral program that has not been implemented.
- One hard-to-fill position (chief nursing officer) was vacant for five years before the agency made a hire.

Appendix: Health and Social Services Agency # 1: Time-to-Hire Data[23,24]

**Health and Social Services Agency #1, Central Office
Time-to-Hire Control Chart**

July 2016 - June 2019
Total Number of Hires: 3

**Health and Social Services Agency# 1, Center 1
Time-to-Hire Control Chart**

July 2016 - June 2019
Total Number of Hires: 18

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[23] Chart data reflects non-continuous postings only. Continuous postings are excluded.
[24] This agency's central office and 17 organizational areas or "centers" are listed as separate "agencies" in NEOGOV. Therefore, NEOGOV Analytics calculates time-to-hire for each division separately instead of as a single agency. Overall agency averages are unknown.

Health and Social Services Agency# 1, Center 2
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 9

Health and Social Services Agency #1, Center 3
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 97

Health and Social Services Agency #1, Center 4
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 3

Health and Social Services Agency #1, Center 5
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 22

Health and Social Services Agency #1, Center 6
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 34

Health and Social Services Agency #1, Center 7
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 36

Health and Social Services Agency #1, Center 8
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 138

Health and Social Services Agency #1, Center 9
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires:
9

Health and Social Services Agency #1, Center 10
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 78

Health and Social Services Agency #1, Center 11
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 1

**Health and Social Services Agency #1, Center 12
Time-to-Hire Control Chart**

July 2016 - June 2019
Total Number of Hires: 16

**Health and Social Services Agency #1, Center 13
Time-to-Hire Control Chart**

July 2016 - June 2019
Total Number of Hires: 1

Health and Social Services Agency #1, Center 14
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 54

Health and Social Services Agency #1, Center 15
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 6

Health and Social Services Agency #1, Center 16
Time-to-Hire Control Chart
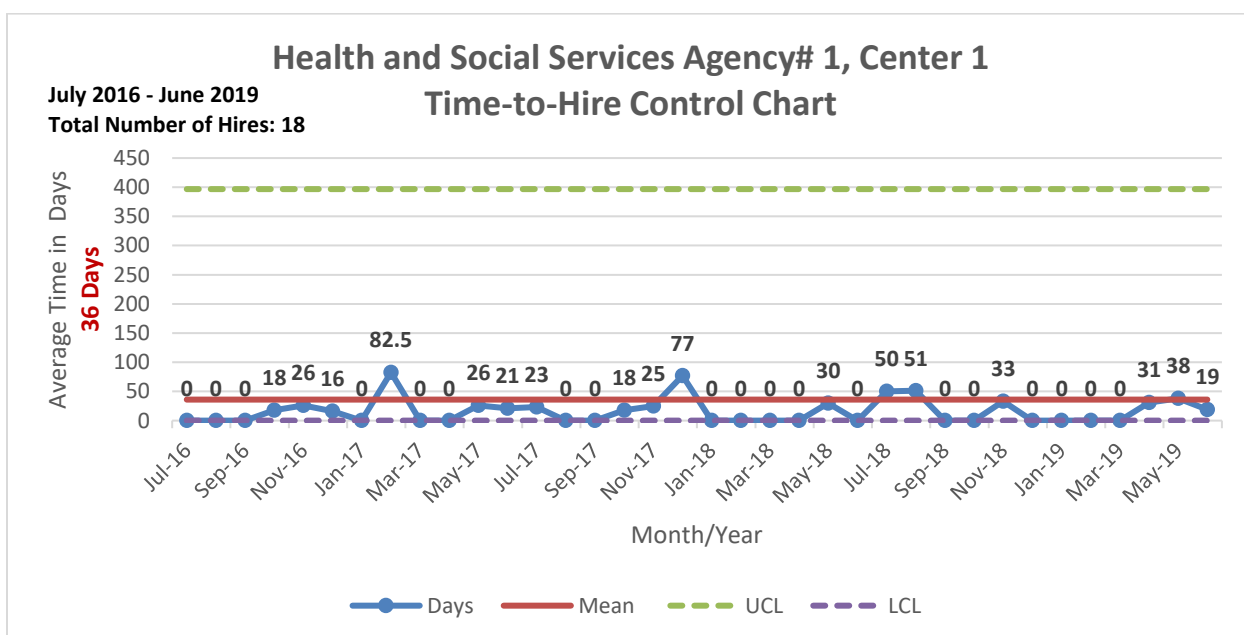
July 2016 - June 2019
Total Number of Hires: 23

Health and Social Services Agency #1, Center 17
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 70

Time to Hire - All Agencies
July 01, 2016 - June 30, 2019
Total Number of Hires: **618**

Legend: ■ Requisition Approval ■ Exam Plan ■ Job Posting ■ Evaluation ■ Eligible List ■ Referred List ■ Offered ■ Hired

Health and Social Services Agency #1

Avg. Time in Days

671	129	116	110	87	87	82	82	80	72
Center 4	Center 11	Center 9	Center 13	Center 15	Center 2	Center 10	Center 14	Center 6	Center 16

Time to Hire - All Agencies
July 01, 2016 - June 30, 2019
Total Number of Hires: **618**

Legend: ■ Requisition Approval ■ Exam Plan ■ Job Posting ■ Evaluation ■ Eligible List ■ Referred List ■ Offered ■ Hired

Health and Social Services Agency #1

Avg. Time in Days

68	62	57	44	39	36	36	32
Center 3	Center 8	Center 12	Center 7	Center 5	Center 1	Central Office	Center 17

Appendix: Health and Social Services Agency # 2: Interview Summary

Organizational Structure (as of November 12, 2019)

Employee Group	Filled Total	Vacant Total
AGENCY HEAD	1.000	0.000
CLASSIFIED FTE	1,637.000	407.000
UNCLASSIFIED FTE	1.000	0.000
TEMPORARY	0.000	0.000

*****Vacant positions above may not necessarily represent funded positions.**

- 233 filled supervisory positions.
- The agency has four regional centers and the central office. Each regional center reports up to a regional administrator.
- Each regional center has four HR staff members: regional HR manager, recruiting manager, payroll specialist, and benefits specialist. The regional HR staff work in their assigned regional center but report to the assistant human resources director who works in the central office. The assistant human resources director works with each regional office on their recruitment initiatives.
- Mainly hires nurses, direct care staff members, food service, maintenance, and psychologists.

Measurement

- Uses Excel to track monthly recruitment and hire activities.
- Regional center recruitment managers report to the HR director monthly the number of candidates who receive an offer of employment, complete or drop out of the prescreening process, begin the two-week training, and begin working on their assigned floor. The HR director compiles the data and tracks average days between referral and when the hire package is received in human resources and the average days between when the hire package is generated and when the new hire attends training.
- The HR director distributes the data to the agency head, regional center directors, and regional center HR staff each month so they can see each center's numbers.
- According to agency calculations, in July 2019 the four regional centers averaged between 6.7 and 29.8 days between when hiring managers received referred applications and when the hire package was received in human resources.
- Needs to be at 40-50 vacancies to turn the turnover rate around.

Challenges

- Recruiting and retaining direct care staff is the agency's main challenge.
- Exit interviews show that lack of training, work hours, and lack of management respect or support are the top reasons for voluntary separations.
- Two regional centers have high turnover.

- Regional center candidates must undergo FBI background checks, drug testing, and PPD testing. A center may start out with 30 hire packets but end up with 10 to 15 because candidates do not pass the prescreening. Many candidates do not show up for prescreening.
- Health care facilities are open 24 hours each day and understaffing is an issue at some facilities.
- Recruiting quality applicants is a challenge for positions at the central office. The longest time to hire was 3 months because the agency did not receive quality applicants. The best time was one month.
- Recruiting engineers and psychologists is a challenge because the agency competes with other state agencies. Their biggest competitors are two other agencies interviewed for this project.
- Filling second shift positions is hard because most people want to work first or third shift.
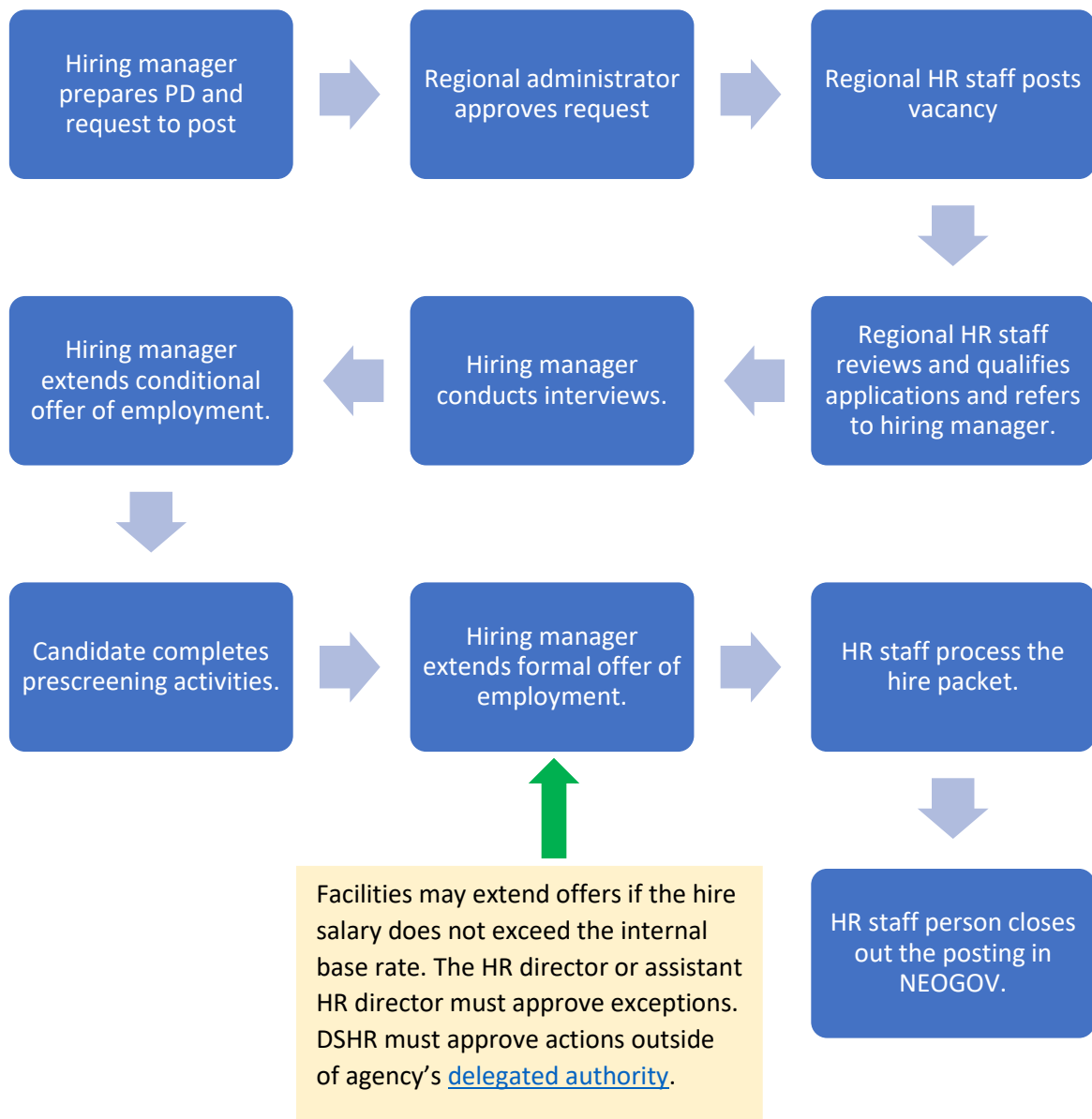
Process[25]

- Regional Centers:

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[25] Updates or reclassification of current, non-delegated positions or the creation of new, non-delegated positions require approval from DSHR before the effective date of these actions. DSHR must also approve proposed salaries outside of an agency's delegated authority before a formal offer can be made to the candidate.

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┌─────────────────────┐     ┌─────────────────────┐     ┌─────────────────────┐
│  Hiring manager     │ →   │ Regional            │ →   │ Regional HR staff   │
│  prepares PD and    │     │ administrator       │     │ posts vacancy       │
│  request to post    │     │ approves request    │     │                     │
└─────────────────────┘     └─────────────────────┘     └─────────────────────┘
                                                                    │
                                                                    ↓
┌─────────────────────┐     ┌─────────────────────┐     ┌─────────────────────┐
│  Hiring manager     │ ←   │ Hiring manager      │ ←   │ Regional HR staff   │
│  extends conditional│     │ conducts interviews.│     │ reviews and         │
│  offer of employment.│    │                     │     │ qualifies           │
│                     │     │                     │     │ applications and    │
│                     │     │                     │     │ refers to hiring    │
│                     │     │                     │     │ manager.            │
└─────────────────────┘     └─────────────────────┘     └─────────────────────┘
          │
          ↓
┌─────────────────────┐     ┌─────────────────────┐     ┌─────────────────────┐
│  Candidate completes│ →   │ Hiring manager      │ →   │ HR staff process    │
│  prescreening       │     │ extends formal offer│     │ the hire packet.    │
│  activities.        │     │ of employment.      │     │                     │
└─────────────────────┘     └─────────────────────┘     └─────────────────────┘
                                      ↑                           │
                                                                  ↓
                            ┌─────────────────────┐     ┌─────────────────────┐
                            │ Facilities may      │     │ HR staff person     │
                            │ extend offers if the│     │ closes out the      │
                            │ hire salary does not│     │ posting in NEOGOV.  │
                            │ exceed the internal │     │                     │
                            │ base rate. The HR   │     └─────────────────────┘
                            │ director or assistant│
                            │ HR director must    │
                            │ approve exceptions. │
                            │ DSHR must approve   │
                            │ actions outside     │
                            │ of agency's         │
                            │ delegated authority.│
                            └─────────────────────┘
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- An HR staff member posts central office positions within one to two days of receipt of the posting request from the hiring manager.
- Each regional center creates an average of eight postings per month.
- Regional center recruiting managers track hiring packets at their assigned center.
- Prescreening activities occur at different sites within each region of the state.
- Sends notification emails to applicants after the first day of work for the selected candidates.

Practices

- Posts nursing and direct care positions for one month at a time. The agency fills the positions, closes the postings, then reposts for the next month. The agency fills between 15 and 25 direct care positions using one posting.

- All offers of employment are contingent upon passing prescreening activities. Candidates receive an offer letter and an email to schedule prescreening.
- If they do not receive enough quality applicants, HR staff speaks with the hiring manager about reviewing the position description. They may revamp the job posting or consider allowing an equivalency for the required education or experience.
- An interview and hire training is available to hiring managers on the agency's shared drive. HR wants to provide in-person training.
- Candidates do not have a response deadline for offers of employment. HR staff members follow up with candidates via email after a couple of days. After one week, HR staff members give candidates 24 hours to respond. If the candidate does not respond, the agency moves on with its process.
- New employees begin work on the 2nd or 17th of each month. HR publishes a payroll calendar each year to let hiring managers know when they must submit hire packets to HR to meet payroll deadlines.
- The agency does not mandate a certain number of days for hiring managers to complete their part(s) of the recruitment, interview and hire processes.

Successes

- Rapid hire events help address vacancies. Six months ago (February 2019), one center teetered around 140 vacancies and is down to 102 now (August 2019) because of the rapid hire events.
- About 65 potential candidates attended a recent rapid hire event at a regional center. The agency extended about 40-45 contingent offers of employment that day.
- Has buy-in from hiring managers for the rapid hire events.
- When the HR director began working at the agency two years ago, HR staff members printed job applications and delivered them to hiring managers. The HR director mandated that hiring managers receive access to the Online Hiring Center (OHC) and training to use the module so they could print applications, access their postings and indicate who they interviewed. Some areas were more challenging than others, but managers eventually realized that OHC was easy to use and asked why this was not always the process. The agency has one hiring manager at the central office who continues to resist.
- Hiring managers rarely "sit" on postings.
- Tries to be transparent with data. Seeing the numbers makes managers want to do better.
- When they find a problem, they work quickly and efficiently to make necessary changes. HR management communicates with other agency managers to fix issues. They are not afraid to change something that they have done for years if it no longer works for them.
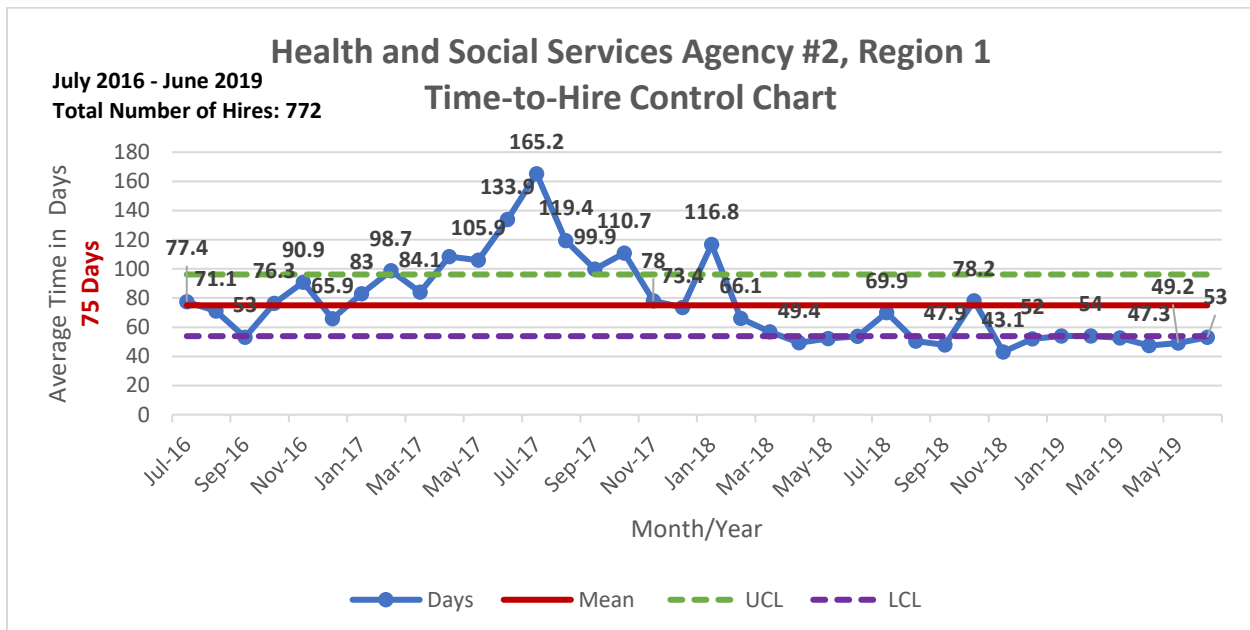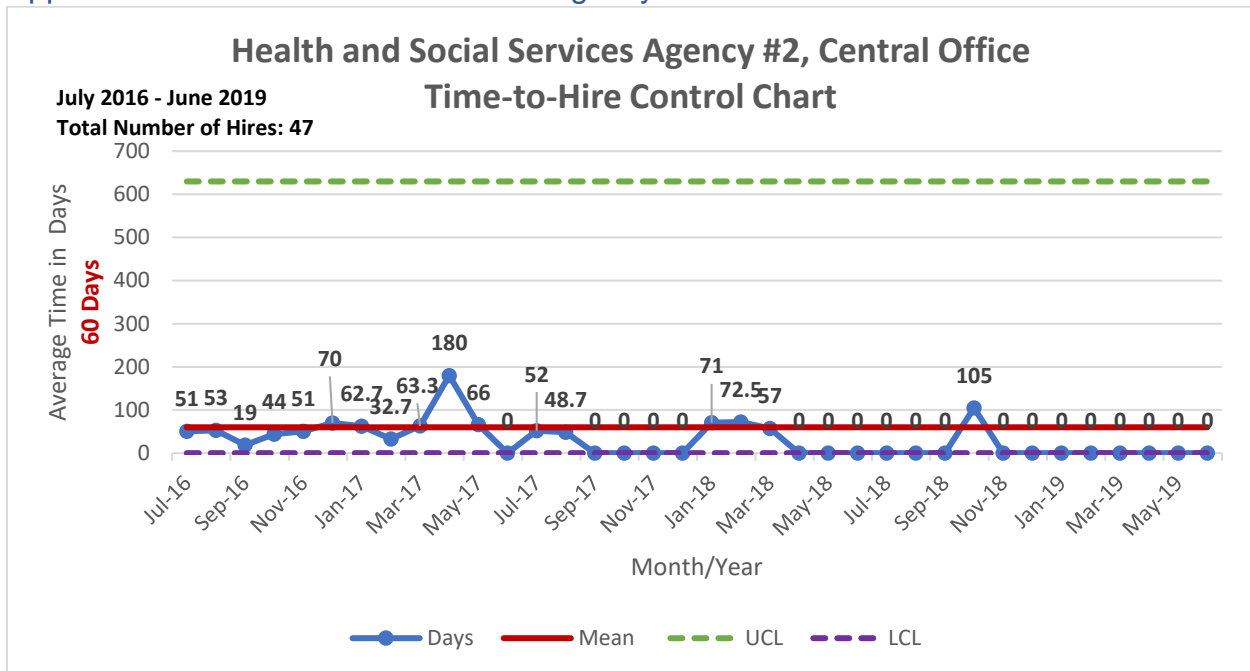
Active Recruitment Efforts

- Began holding monthly or bi-monthly rapid hire events at the regional centers in April 2019.
  - Candidates may apply onsite, receive an interview and a contingent, written offer of employment the same day.

- o HR staff and managers conduct the interviews, complete a preliminary review of past employment records, and schedule prescreening appointments for candidates.
- o Candidates who continue to the hire stage receive a formal offer letter.
- o Candidates receive notification of their status within 10 days after an event if the agency makes no offers onsite.
- Holds onsite job fairs.
- Uses Indeed for advertisements and partners with Goodwill Industries, local colleges, SC Works and local churches. Places signage along roadways.
- Offers sign-on bonuses of $100 after one month, three months, six months, and 10 months of employment to direct care staff at the regional centers.
- Has an employee referral bonus program.
- Raised the pay rates for groups of employees over the last few years.

Other Findings

- Employees do not leave the agency because of money.
- Discontinued its tuition assistance program.
- Gives applicants a tour of the facilities.
- Discontinued using personality assessments for candidates because they were not beneficial. The regional centers needed to fill positions quickly and it slowed down the process. Agency management did not buy into the personality assessments and the agency feels the results were invalid and not useful.

Appendix: Health and Social Services Agency #2: Time-to-Hire Data[26,27]

**Health and Social Services Agency #2, Central Office
Time-to-Hire Control Chart**

July 2016 - June 2019
Total Number of Hires: 47

**Health and Social Services Agency #2, Region 1
Time-to-Hire Control Chart**

July 2016 - June 2019
Total Number of Hires: 772

[26] Chart data reflects non-continuous postings only. Continuous postings are excluded.
[27] This agency's regional centers and central office are listed as separate "agencies" in NEOGOV. Therefore, NEOGOV Analytics calculates time-to-hire for each area separately instead of as a single agency. Overall agency averages are unknown.

Health and Social Services Agency #2, Region 2
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 393

Health and Social Services Agency #2, Region 3
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires:
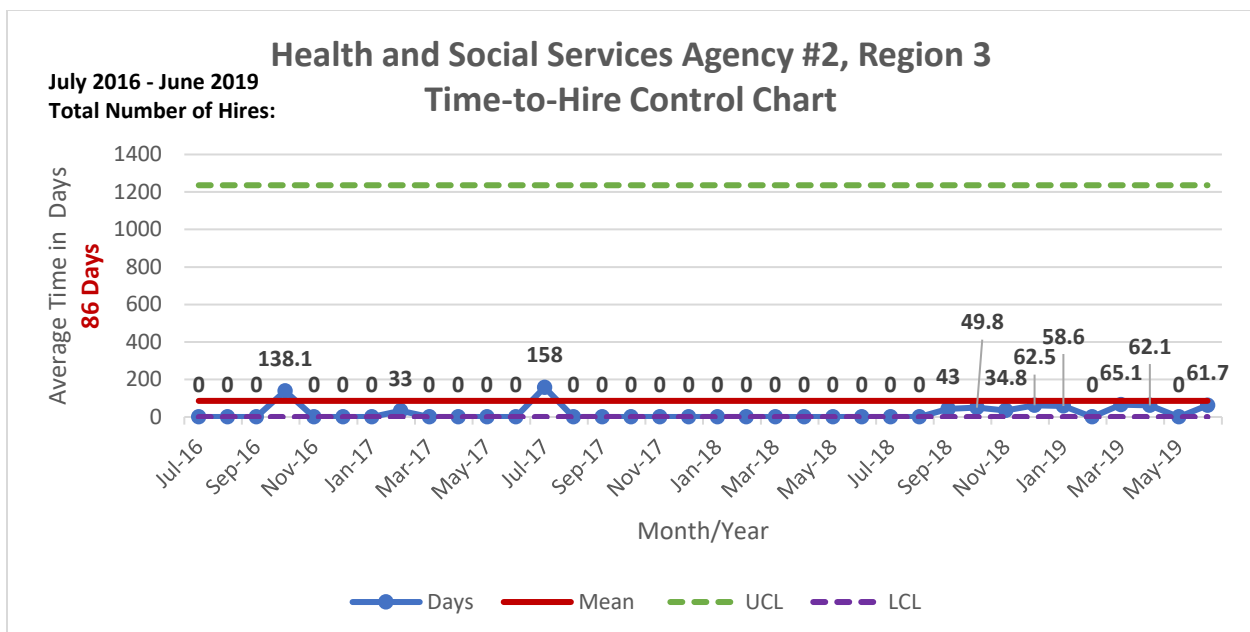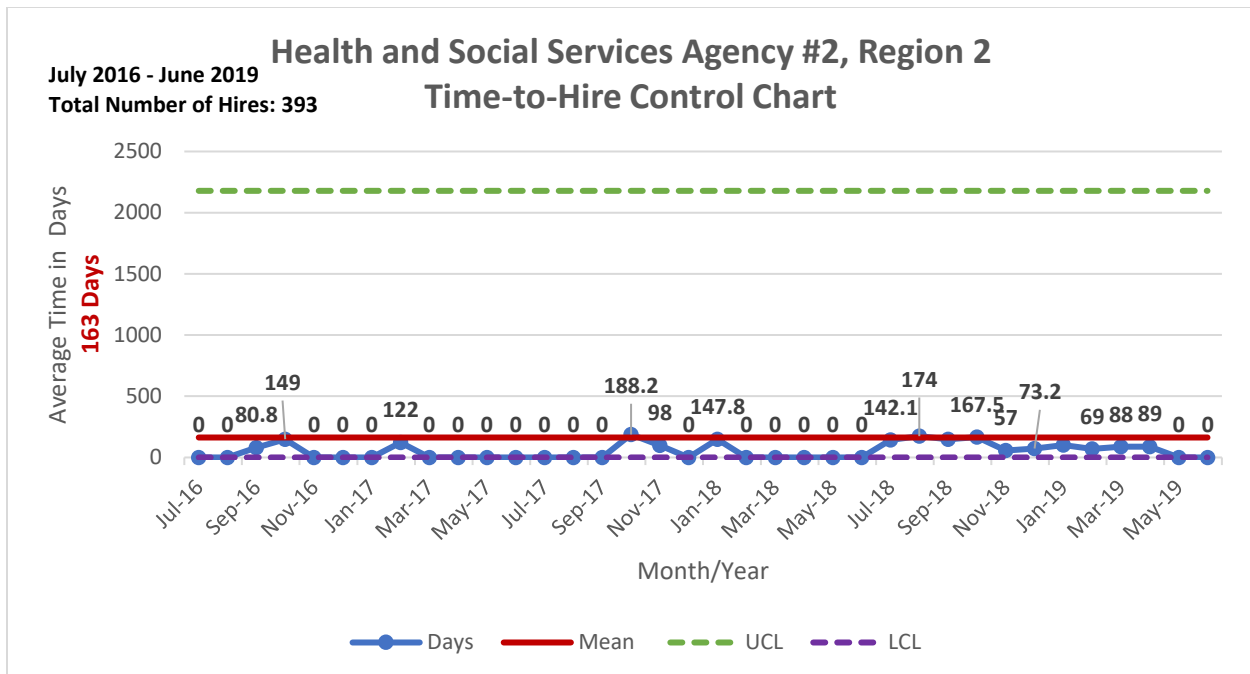
July 2016 - June

Health and Social Services Agency #2, Region 4
Time-to-Hire Control Chart
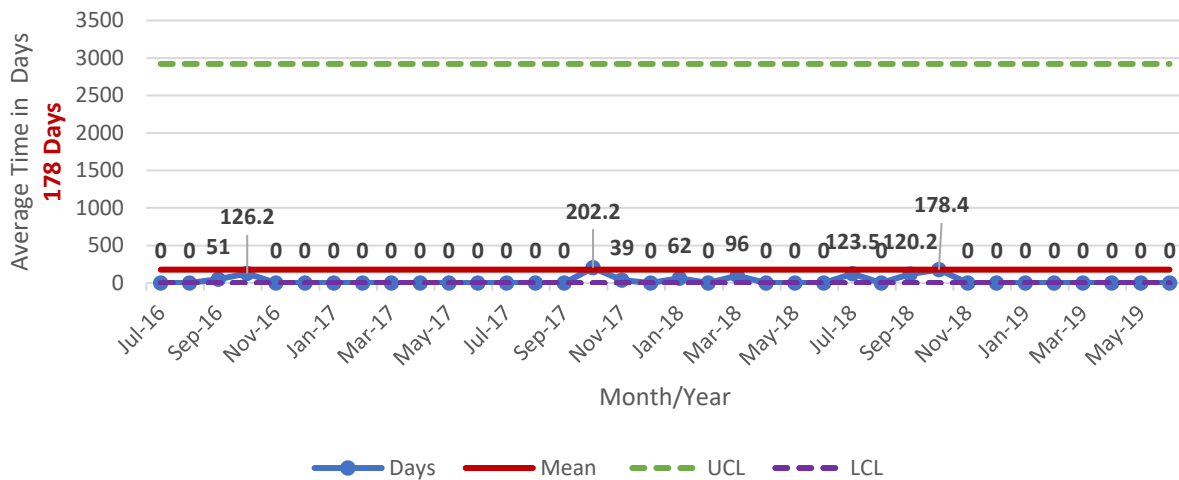
Time to Hire - Agencies
July 01, 2016 - June 30, 2019
Total Number of Hires: 1754

Health and Social Services Agency
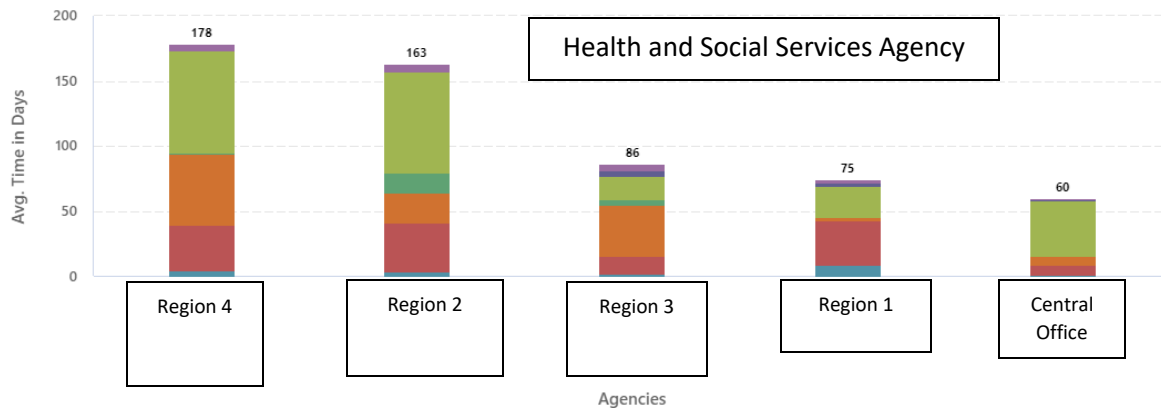
Appendix: Public Safety and Criminal Justice Agency # 1: Interview Summary

Organizational Structure (as of November 12, 2019)

Employee Group	Filled Total	Vacant Total
AGENCY HEAD	1.000	0.000
CLASSIFIED FTE	4,575.800	1,457.138
UNCLASSIFIED FTE	84.000	8.000
TEMPORARY	0.000	0.000
TEMPORARY GRANT	0.000	0.000

Vacant positions above may not necessarily represent funded positions.

- 1,131 filled supervisory positions.
- Has 21 correctional institutions with 21 HR staff members in each institution.
- The recruiting and employment services branch falls under Human Resources in the central office.
  - Five recruiters (lieutenants) on the security side and one healthcare recruiter and one vacant recruiter report directly to the recruiting director. The recruiting director believes they need 10 to 12 recruiters for an agency their size.
- Mainly hires correctional officers and food warehouse staff. They always need registered nurses, licensed practical nurses, and certified nursing assistants.

Measurement

- The agency recently awarded a bid to Kronos for some analytics.
- The recruiting director and his team regularly measure and track recruitment, interview and hire activities and trends. The recruiting director analyzes and interprets trends to develop strategies to address areas of concern.
- Loses about 20-30% of its workforce each year.

Challenges

- Can only search for previous job applicants by name in NEOGOV and wants to search by keyword to proactively source potential candidates.
- Uncompetitive salary, but the salary is not the main reason employees separate voluntarily.
- Institutionalized management mindset among tenured supervisors. Feedback shows that employees do not feel like they have management's support.
- Loses employees to large private and federal employers nearby. Institutions are far from well-populated areas and tend to be where federal institutions and manufactures are. Needs help to strategize a plan to recruit in rural areas.
- Wants to use digital marketing, such as geofencing but needs an exemption from the Senate Finance Committee to allow digital marketing.

- Candidates must travel to the recruiting and employment services office in Columbia to conduct prescreening activities and attend orientation. There is a two-week gap between prescreening and orientation. They have seen an increase in no-shows. Many applicants do not have transportation to get to Columbia. Hopes to streamline much of the pre-onboarding activities when DSHR implements Onboard.

Process[28]

Non-security positions:

| Hiring manager or division/institution human resources manager submits request to post. | → | HR class and comp staff review and approve the request and documentation. | → | Warden, division director, or central office supervisor approves request. | → | Recruiting and employment services recruiter reviews and approves documentation. |

| Recruiting and employment services branch review and qualifies applications and forwards to hiring manager. | ← | HR manager/liaison posts hard copy of posting on facility bulletin board (if outside of central office). | ← | Recruiting and employment services branch forwards posting to appropriate HR manager/liaison. | ← | Recruiting and employment services branch posts vacancy. |

| Hiring manager selects candidates for interview and conducts interviews. | → | Hiring manager makes hire recommendation to recruiting and employment services. | → | Branch chief or recruiting and employment services branch extends conditional offer of employment. | → | Candidate completes prescreening activities. |

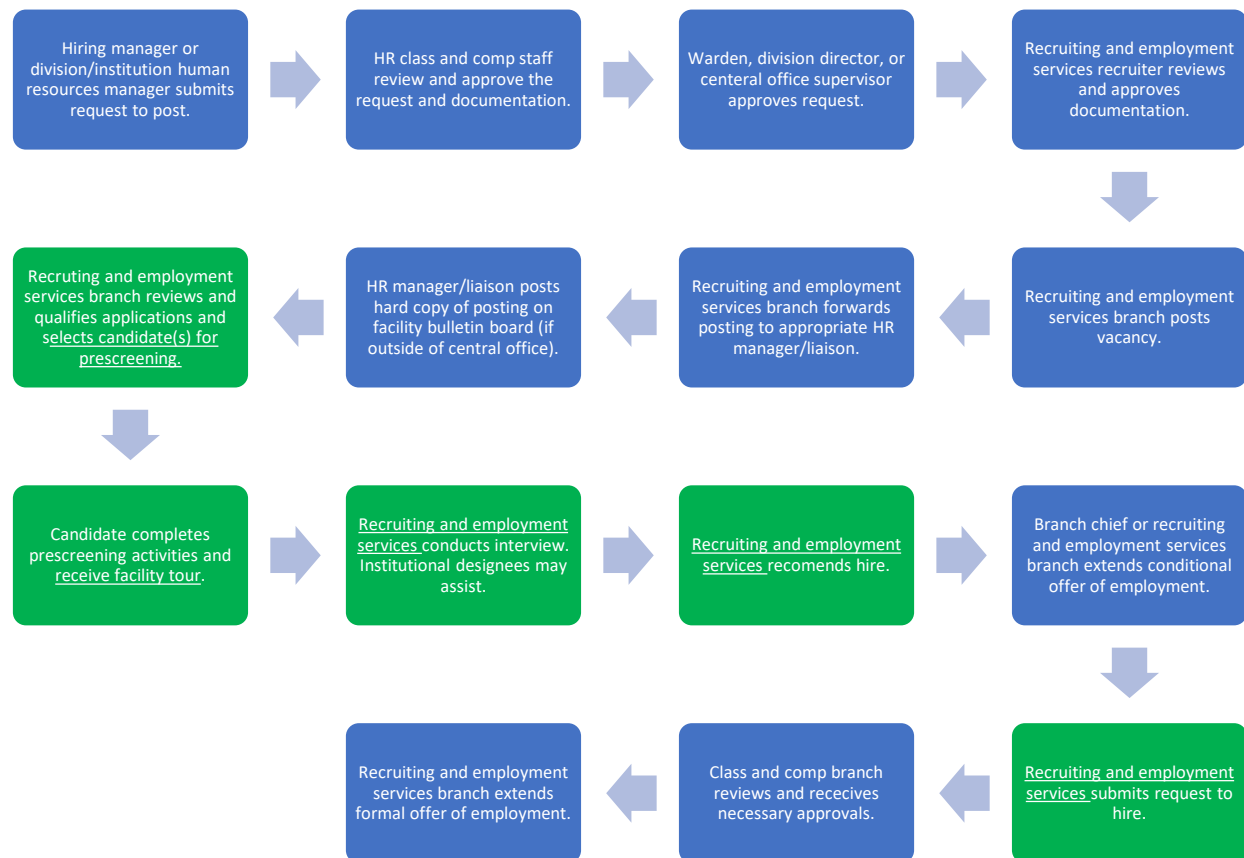| Recruiting and employment services branch extends formal offer of employment. | ← | Class and comp branch reviews and receives necessary approvals. | ← | Hiring manager submits request to hire. |

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[28] Updates or reclassification of current, non-delegated positions or the creation of new, non-delegated positions require approval from DSHR before the effective date of these actions. DSHR must also approve proposed salaries outside of an agency's delegated authority before a formal offer can be made to the candidate.

Security positions:

Hiring manager or division/institution human resources manager submits request to post.	HR class and comp staff review and approve the request and documentation.	Warden, division director, or central office supervisor approves request.	Recruiting and employment services recruiter reviews and approves documentation.
Recruiting and employment services branch reviews and qualifies applications and selects candidate(s) for prescreening.	HR manager/liaison posts hard copy of posting on facility bulletin board (if outside of central office).	Recruiting and employment services branch forwards posting to appropriate HR manager/liaison.	Recruiting and employment services branch posts vacancy.
Candidate completes prescreening activities and receive facility tour.	Recruiting and employment services conducts interview. Institutional designees may assist.	Recruiting and employment services recomends hire.	Branch chief or recruiting and employment services branch extends conditional offer of employment.
Recruiting and employment services branch extends formal offer of employment.	Class and comp branch reviews and rececives necessary approvals.	Recruiting and employment services submits request to hire.	

- Pre-employment screening includes drug and alcohol testing, physical examination, fingerprinting, and criminal background check.
- Recruiting and employment services staff retrained HR staff in the correctional institutions and wrote standard operating procedures.

Practices

- Publishes its "Applicant Selection Process" policy on the agency's public-facing website. This process outlines in detail each step in the recruitment, interview, selection, and hire processes.
- Updates its "Applicant Selection Process" regularly; the last revision occurred in May 2019.
  - For example, recently changed the number of days that the hiring manager or selecting official must make a hire selection after the posting closes from 90 days to 30 days
- The agency printed paper applications when the recruiting director began working there just over one year ago.
- The "Applicant Selection Process" outlines the maximum number of days for each person to complete his or her assigned part(s) of the recruitment, interview, selection, and hire processes. Expects managers to abide by the process.

- The recruiting and employment services team follows up with hiring managers to get the status of interviews.
- Sends notification letters to employees who interviewed but not hired.
- The agency does not use continuous postings.
- Posts three "evergreens" every 30 days and refreshes them regularly.
- Posts about five (5) to 10 jobs per day.
- Interview panels usually consist of the hiring manager, another area manager, HR manager, and an independent observer.
- The agency does not require multiple rounds of interviews.

Successes

- Streamlined internal processes.
- Transitioned to using NEOGOV for job postings and applications over the past year. Previously, the agency used snail mail to send and receive posting and hire documentation.
- The HR staff members in the institutions used to post jobs but the agency noticed too many inconsistencies, so that responsibility was reassigned to the recruitment and employment services branch in the central office.
- Recruiting and employment services guides and coaches hiring managers.
  - Works with hiring managers to make sure the job titles on postings are reflective of the job. They believe people do not apply because they do not understand what the job is.
  - Coaches managers to take responsibility for their hires instead of pushing it off to their administrative assistants.
  - Coaches managers to look at candidates' entire applications and resumes instead of just the supplemental questions.
- Between June and August 2018, the agency posted about 140 to 145 positions each month. The average time between the day a position posted and the first day of work for the hired candidate was 103 days. The average is down to 42 days now (August 2019).
- Has leadership support to make changes.
- Feels the best thing they do is keep the onus of managers in check.

Active Recruitment Efforts

- Advertises in local newspapers, on television stations, billboards and on television screens in local DMV branch locations throughout the state.
- Recently implemented pre-hire personality assessments because they want to be more selective on the front end to ensure better retention. This is a shift from the earlier mindset of just hiring people. Has buy-in from the agency head to hire the right people the first time.
- Works with hiring managers and HR managers in the institutions to fill the jobs they need and not just fill a job because there is a vacancy.
- Awards "stay" bonuses to employees who stay with the agency for a certain period.
- Uses LinkedIn Recruiter Seat and some geo targeting.

Other Findings

- The recruiting director visited all 21 institutions in his first year with the agency and conducted a labor study. He learned that some areas do not have a defined career pathing plan. Agency leadership recently requested and received funds from the Legislature to address some of the issues.
- The recruitment director's goal is to bring retention to 20%.
- Conducts exit interviews but not consistently.
- Want more communication among recruitment managers across State government and a forum like a continuing education series for recruiters.

Appendix: Public Safety and Criminal Justice Agency #1: Time-to-Hire Data[29,30]

Public Safety and Criminal Justice Agency #1

Time to Hire   Public Safety and Criminal Justice Agency #1
July 01, 2016 - June 30, 2019
Total Number of Hires: 238
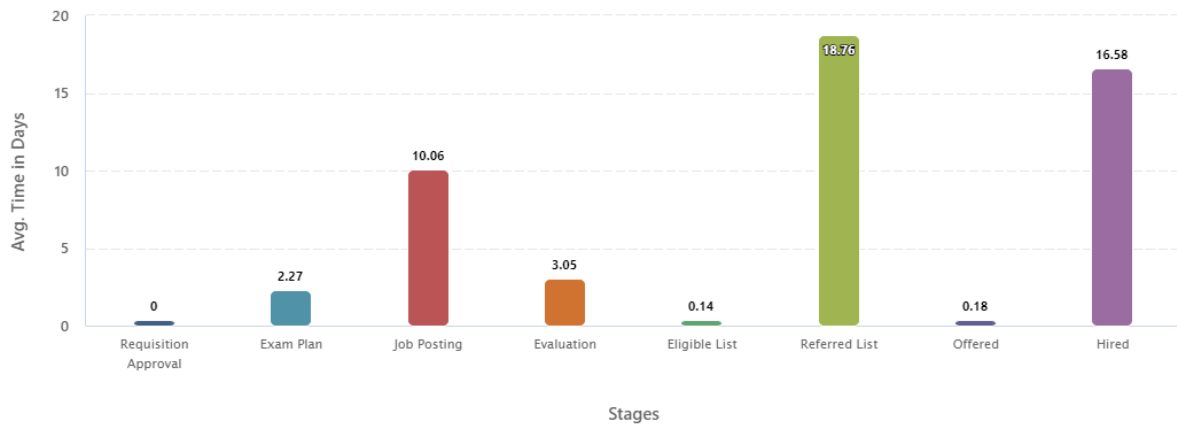
Appendix: Public Safety and Criminal Justice Agency #2: Interview Summary

Organizational Structure (as of November 12, 2019)

Employee Group	Filled Total	Vacant Total
AGENCY HEAD	1.000	0.000
CLASSIFIED FTE	1,102.000	323.000
UNCLASSIFIED FTE	61.000	6.000
TEMPORARY	0.000	0.000
TEMPORARY GRANT	0.000	0.000

*****Vacant positions above may not necessarily represent funded positions.**

- 231 filled supervisory positions.
- Employment services area of human resources posts, reviews, qualifies and refers applications to hiring managers. This area has two employees.
- Agency plans to hire two new recruiters.

Measurement
- Tracks how hires were referred for a job.
- Has tried to keep track of how long it takes HR to process posting and hire requests. May use SCEIS to perform some measurements.

Challenges
- The stigma associated with the agency's name is a challenge. The staff tries to educate potential candidates on the non-security sections of the agency if they are not interested in security positions.
- Competes with large private employers for talent in the Upstate.
- A lot of time is spent manually routing printed documents back and forth between approvers.
- Hiring managers do not have access to OHC.
- The agency has a culture where hiring managers depend heavily on HR. Getting hiring managers to move faster and submit accurate documents are challenges.
- Hiring managers prefer continuous job postings. Continuous postings create burdens for the employment services division of HR.
- Hiring managers complain about not having good applicants despite receiving large applicant pools for postings with general minimum requirements. Employment services staff coach hiring managers to give candidates a second look.
- May need to improve communication between the areas involved in recruiting and hiring.
- Retention.

Process[31]

Hiring manager completes posting authorization and submits to Deputy	Deputy reviews and approves and forwards to Class and Comp	HR Class and Comp logs, reviews, and signs request and forwards to Fiscal Affairs
Fiscal Affairs verifies funding and availability and forwards to Class and Comp	Class and Comp logs and forwards to HR Senior Director (to Agency Head if band 5 or above)	HR Senior Director reviews and approves and forwards to Class and Comp
Class and Comp logs and forwards to Employment Services & Recruiting	Employment Services & Recruiting reviews and posts the job	Employment Services & Recruiting qualifies and refers applications
Employment Services & Recruiting batch downloads and delivers qualified applications and hire checklist to hiring manager	Hiring manager conducts interviews, selects candidate for hire and conducts background checks	Hiring manager forwards completed hire packet to Employment Services & Recruiting
Employment Services & Recruiting obtains required management approvals	Prescreening (background check, physical exam and drug screen)	Employment Services & Recruiting extends offer of employment

Practices
- Publishes "Stages of the Selection Process," "Interview Guidelines" and "Posting Authorization Routing" documents to educate hiring managers about each step in the recruitment, interview and hire processes.

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[31] Updates or reclassifications of current, non-delegated positions or the creation of new, non-delegated positions require approval from DSHR before the effective date of these actions. DSHR must also approve proposed salaries outside of an agency's delegated authority before a formal offer can be made to the candidate.

- Posting authorization requests are due to the class and comp section by close of business on Fridays for posting on Wednesdays and by close of business on Tuesdays for posting on Fridays.
- Posts up to 15 new jobs each week.
- About 99% of offers are made the same day that the request to hire is received in HR.
- HR batch downloads and prints applications of qualified candidates for hiring managers. HR also provides hiring managers with the list of eligible candidates, a copy of the posting, and a hire checklist for each posting.
- Where possible, hiring managers are encouraged to post positions for 90 days instead of continuously. Nursing positions are posted for three months at a time.
- Requires panel interviews for all positions. Second rounds of interviews are used but not required.
- Sends notification emails to candidates during the referral/qualifying stage and after the position is filled.

Successes
- Job fairs and rapid hire events yield hires. Five or six of the 15 August 19, 2019 hires were from the June 24, 2019 event.
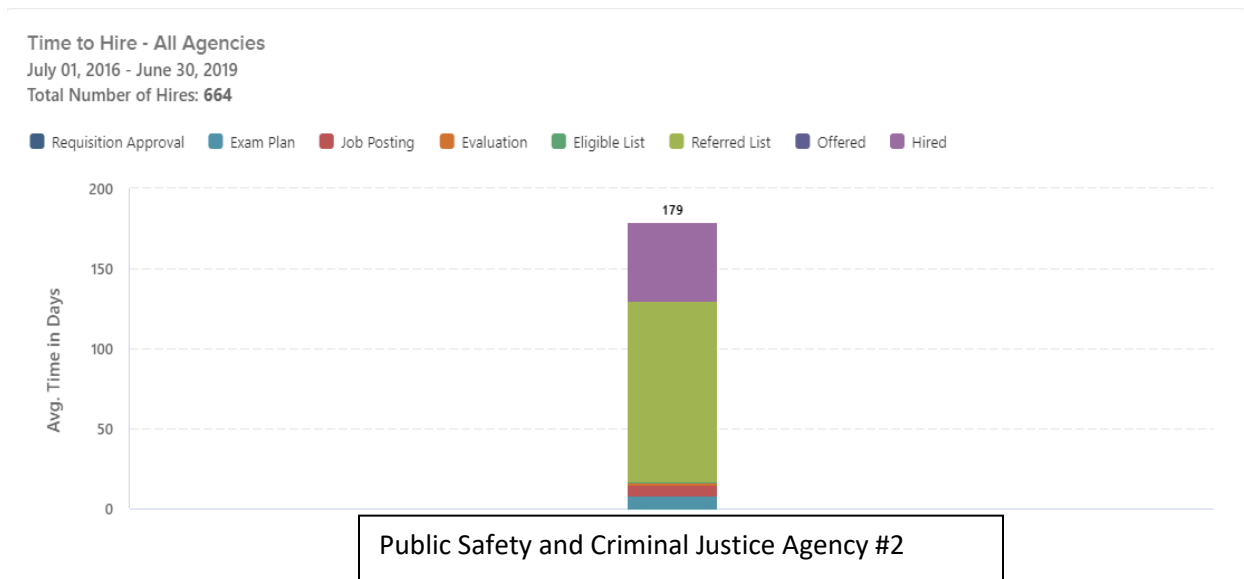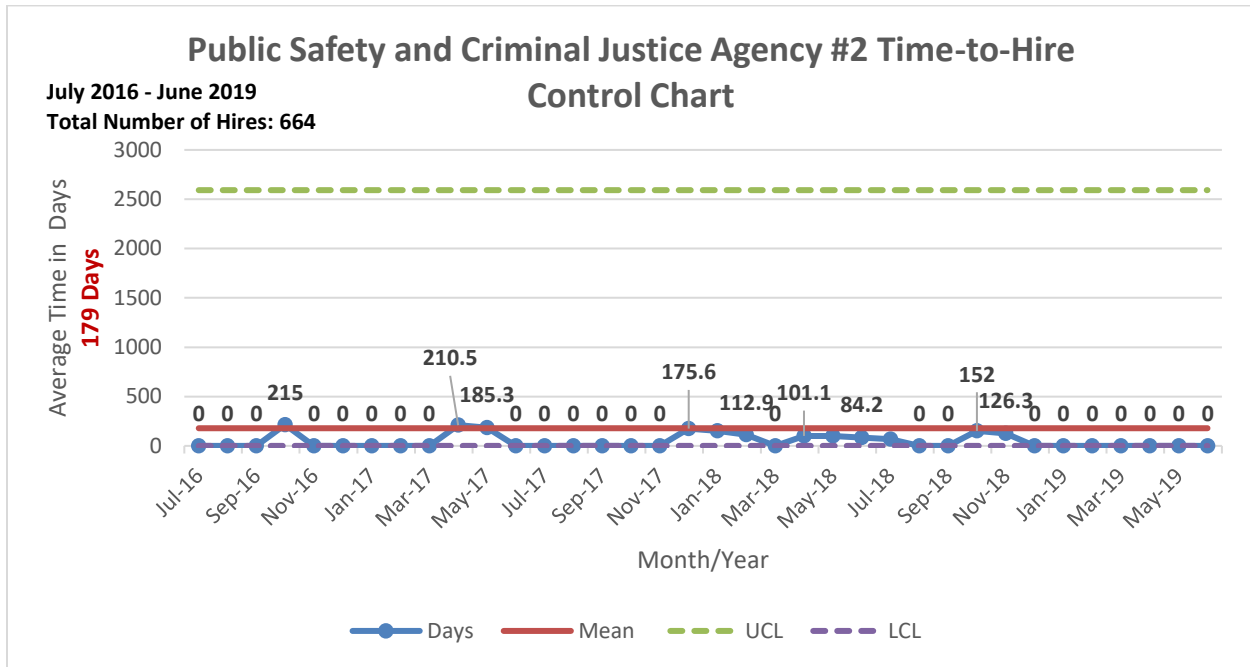- The employment services team moves quickly to offer and hire candidates.

Active Recruitment Efforts
- Attends external job fairs and holds job fairs at the facilities.
- Hosts rapid hire events at facilities where candidates can apply onsite, receive an interview and a contingent offer of employment. Creates and circulates flyers to local news stations, military baes, public libraries, and SC Works offices.
- Has an internship program.

Other Findings
- Engaged in talks with a company to implement an electronic personnel transaction workflow and approval system.

Appendix: Public Safety and Criminal Justice Agency #2: Time-to-Hire Data[32,33]

Public Safety and Criminal Justice Agency #2 Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 664

Time to Hire - All Agencies
July 01, 2016 - June 30, 2019
Total Number of Hires: **664**

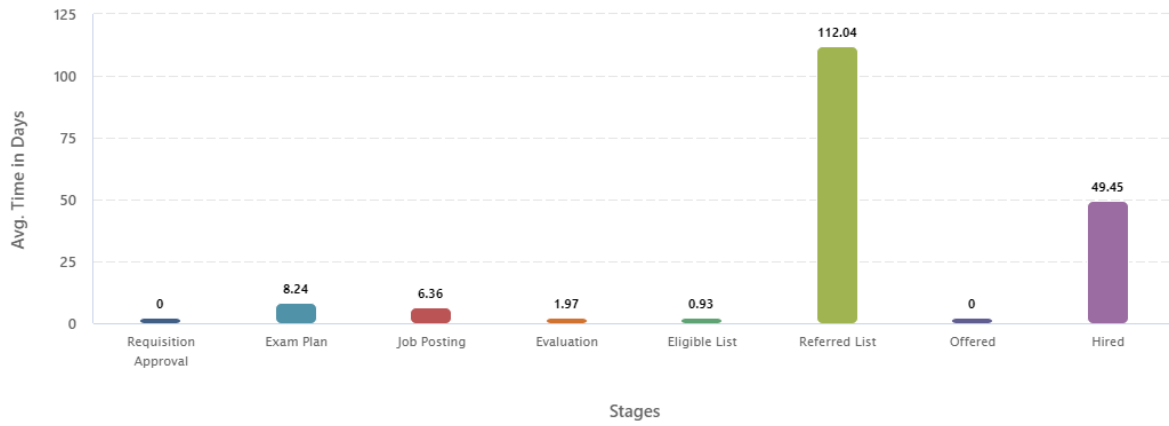Public Safety and Criminal Justice Agency #2

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[32] Chart data reflects non-continuous postings only. Continuous postings are excluded.
[33] Agency indicates that it has a backlog of closeouts to complete so all hires are not reflected here.

Time to Hire
July 01, 2016 - June 30, 2019
Total Number of Hires: **664**

Appendix: Public Safety and Criminal Justice Agency #3: Interview Summary

Organizational Structure (as of November 12, 2019)

Employee Group	Filled Total	Vacant Total
AGENCY HEAD	1.000	0.000
CLASSIFIED FTE	1,255.001	256.001
UNCLASSIFIED FTE	2.000	0.000
TEMPORARY	0.000	0.000
TEMPORARY GRANT	0.000	0.000

Vacant positions above may not necessarily represent funded positions.

- 353 filled supervisory positions.
- Agency divided into three different law enforcement areas and one civilian area (administrative divisions).
- Law enforcement officers represent about 61.5% of the agency's workforce.
- One law enforcement area has its own recruiting division and employment division.
    - Recruiting division recruits candidates (two recruiters – one per region - who work closely with community relations officers).
    - Employment division interviews, hires, onboards, and orients candidates
- No dedicated recruiter for the civilian side of the agency.
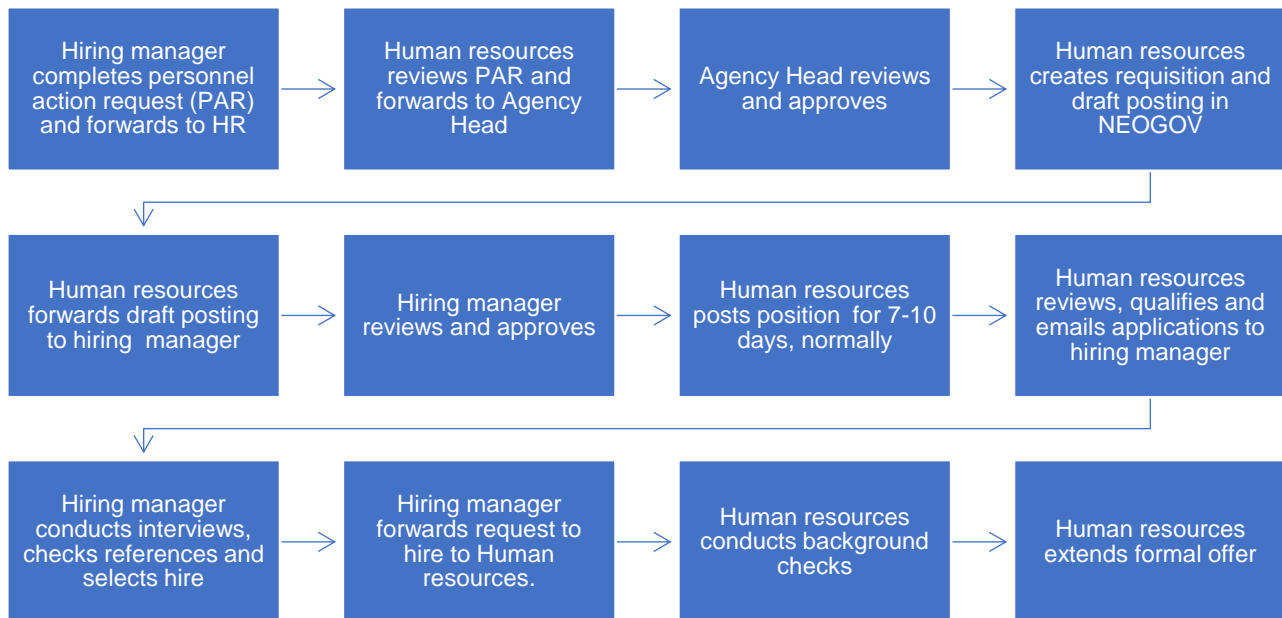- Regularly hires for telecommunications and law enforcement positions.

Measurement

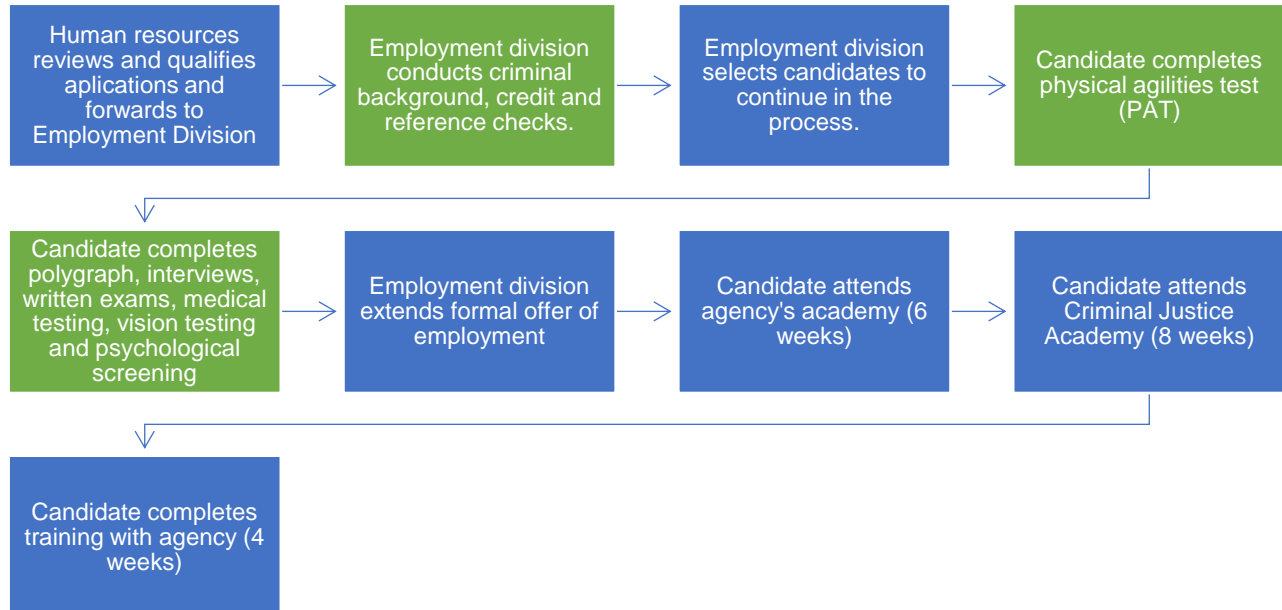- The agency does not measure or track time-to-hire.

Challenges

- Finding candidates who want to work in law enforcement. Overcoming the perception of law enforcement is a challenge for law enforcement organizations nationwide.
    - In the past, they received 115-140 applications but now they receive batches of 10-14 applications at a time.
- Officers generally leave for more money or other opportunities, and because of the demands of the job. Those who choose to leave normally do so within one to two years of hire.
- Reposts positions often.
- Has difficulty hiring for IT positions because of money.

Process[34]

- Civilian Positions

Hiring manager completes personnel action request (PAR) and forwards to HR	Human resources reviews PAR and forwards to Agency Head	Agency Head reviews and approves	Human resources creates requisition and draft posting in NEOGOV
Human resources forwards draft posting to hiring manager	Hiring manager reviews and approves	Human resources posts position for 7-10 days, normally	Human resources reviews, qualifies and emails applications to hiring manager
Hiring manager conducts interviews, checks references and selects hire	Hiring manager forwards request to hire to Human resources.	Human resources conducts background checks	Human resources extends formal offer

- Uniformed Officer Positions (Continuous Postings)

Human resources reviews and qualifies aplications and forwards to Employment Division	Employment division conducts criminal background, credit and reference checks.	Employment division selects candidates to continue in the process.	Candidate completes physical agilities test (PAT)
Candidate completes polygraph, interviews, written exams, medical testing, vision testing and psychological screening	Employment division extends formal offer of employment	Candidate attends agency's academy (6 weeks)	Candidate attends Criminal Justice Academy (8 weeks)
Candidate completes training with agency (4 weeks)			

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[34] Updates or reclassification of current, non-delegated positions or the creation of new, non-delegated positions require approval from DSHR before the effective date of these actions. DSHR must also approve proposed salaries outside of an agency's delegated authority before a formal offer can be made to the candidate.

Practices

- The agency does not prescribe timeframes to hiring managers.
- The agency posts officer positions and some hard-to-fill civilian positions continuously. Recently began refreshing continuous postings.
- Human resources staff work with hiring managers to create supplemental questions.
- Some hiring manages have access to OHC.
  - OHC is easy to use, but those who have access do not want to be bothered with it.
  - Human resources batch downloads and emails qualified applications to hiring managers.
- Employment division completes the screening process for uniformed officer positions after applicants apply: job history, criminal history, driving history, credit, background checks, polygraph, interviews, physical testing, written exams, medical testing, vision testing, psychological screening. This process can take as little as 3-4 months. DPS handles all of this themselves – they do not contract out the screening. Candidates must travel to Blythewood for the prescreening.

Successes

- Agency culture motivates hiring managers and human resources to make fast and efficient hires.
- Gives candidates a realistic job preview during each step of the recruitment, interview, hire, onboarding and orientation phases, which has helped to retain employees. Employment services staff keep in touch with new hires and mentors them.
- Officers must complete training at the Criminal Justice Academy. The agency does not wait to hire candidates if a training class is full. Instead, new hires attend the agency's in-house academy while on the waiting list for the Criminal Justice Academy.
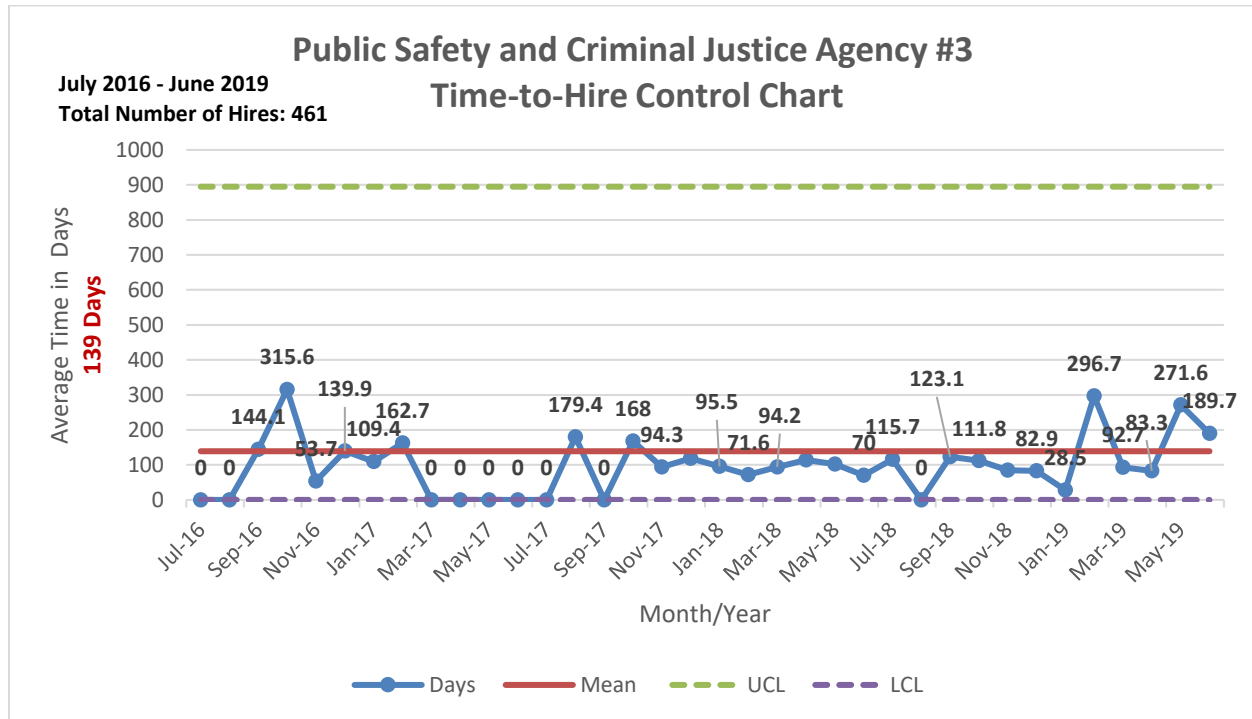
Active Recruitment Efforts

- Uses Twitter, Instagram, Facebook, texting and email.
- Attends career fairs and events.
- Partners with military bases and universities and schools in-state and out-of-state.
- Has a non-monetary referral program.

Other Findings

- Applicants may not apply for the same position within six months of their first application. Applicants may appeal by asking to reapply or be reconsidered.
- Wants to implement a monetary referral program.
- Wants a unique application template for their law enforcement positions and an easier and faster way for applicants to locate their postings on https://careers.sc.gov.
- Wants regular, statewide recruiter workgroup meetings.
- Wants help getting people interested in law enforcement.
- Has concerns that continuous postings will turn candidates away.

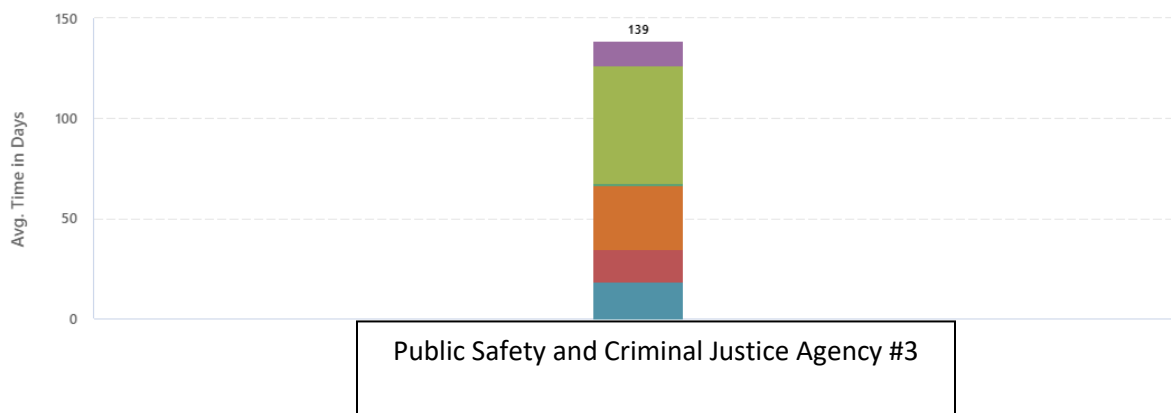- Has not provided interviewer training in the last two and one-half years.

Appendix: Public Safety and Criminal Justice Agency #3: Time-to-Hire Data[35]

**Public Safety and Criminal Justice Agency #3
Time-to-Hire Control Chart**

July 2016 - June 2019
Total Number of Hires: 461

Time to Hire - All Agencies
July 01, 2016 - June 30, 2019
Total Number of Hires: 461

Public Safety and Criminal Justice Agency #3

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[35] Chart data reflects non-continuous postings only. Continuous postings are excluded.

Time to Hire
July 01, 2016 - June 30, 2019
Total Number of Hires: **461**

Public Safety and Criminal Justice Agency #3

Stage	Avg. Time in Days
Requisition Approval	0
Exam Plan	18.7
Job Posting	16.13
Evaluation	31.74
Eligible List	1.4
Referred List	58.31
Offered	0.48
Hired	12.23
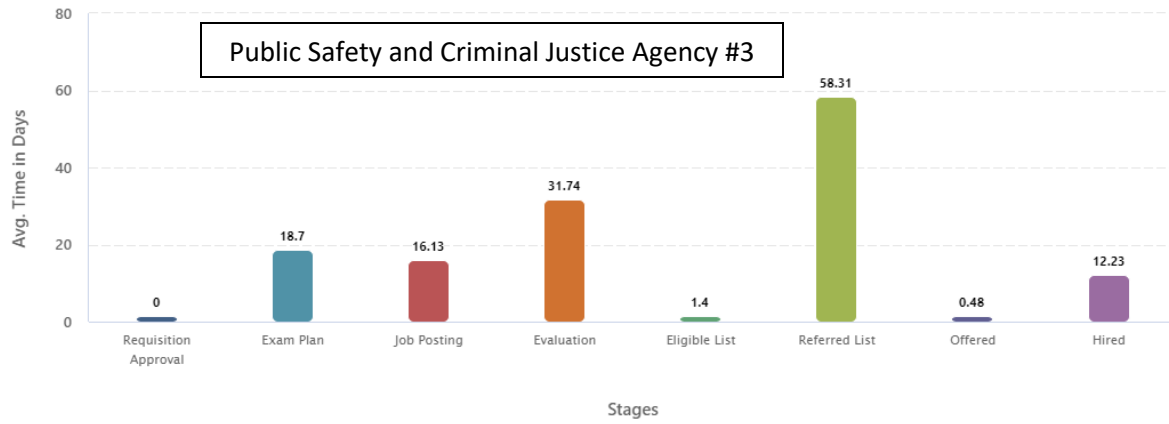
Appendix: Transportation Agency: Interview Summary

Organizational Structure

Employee Group	Filled Total	Vacant Total
AGENCY HEAD	1.000	0.000
CLASSIFIED FTE	4,249.250	930.710
UNCLASSIFIED FTE	3.000	0.000
TEMPORARY	0.000	0.000
TEMPORARY GRANT	0.000	0.000

Vacant positions above may not necessarily represent funded positions.

- 1,139 filled supervisory positions on November 12, 2019.
- Agency separated into seven (7) field areas and headquarters.
- Each area reports up to a director or administrator, who reports to the agency head.
- Each area outside of headquarters had an HR consultant who reported directly to the area's administrator or director.
    - This affected timeframes because Human Resources could not compel the HR consultants to perform tasks as quickly as Human Resources wanted.
    - The agency recently moved the HR consultants under Human Resources.
- The human capital manager reports to the assistant human resources director and is the statewide recruiter for the agency. The human capital manager's team handles all NEOGOV actions.

Measurement

- Measures and tracks activities and timeframes using E-forms, NEOGOV, and Excel.
- Looks at the number of positions posted <u>and</u> filled within a three-month timeframe and measures the following:
    - Post -to-fill average: represents the number of calendar days from when the posting closes in NEOGOV to the first day of work for the hired candidate.
    - Post-to-selection: represents the number of calendar days from the date the position closes to the date the organizational unit selects its candidate by submitting a request to hire in their electronic personnel transaction system.
    - Time from approval in the field to approval in HR.
- Uses position numbers on every posting so they can easily track each posting.
- Agency does not have a years' worth of post-to-fill data yet so it is too soon to see annual trends.
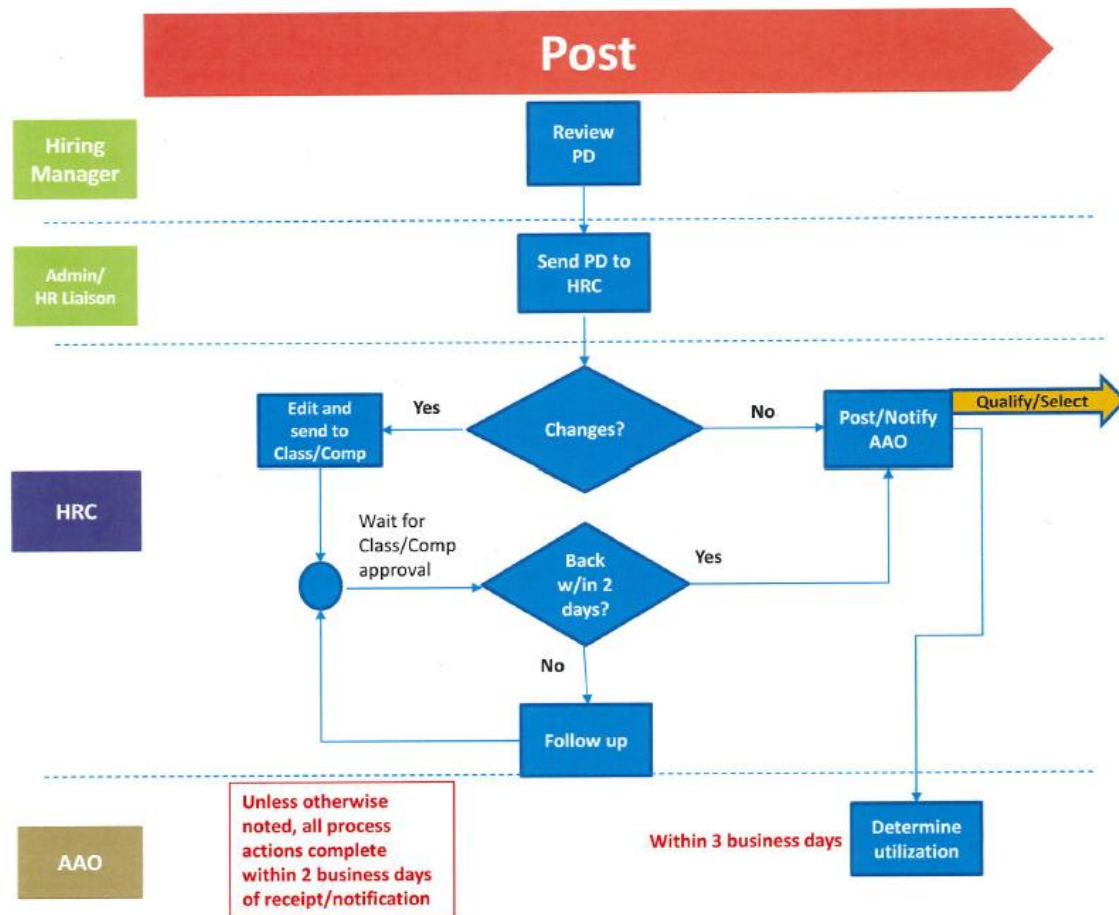- Has tracked the number of postings and separations per month from 2014.
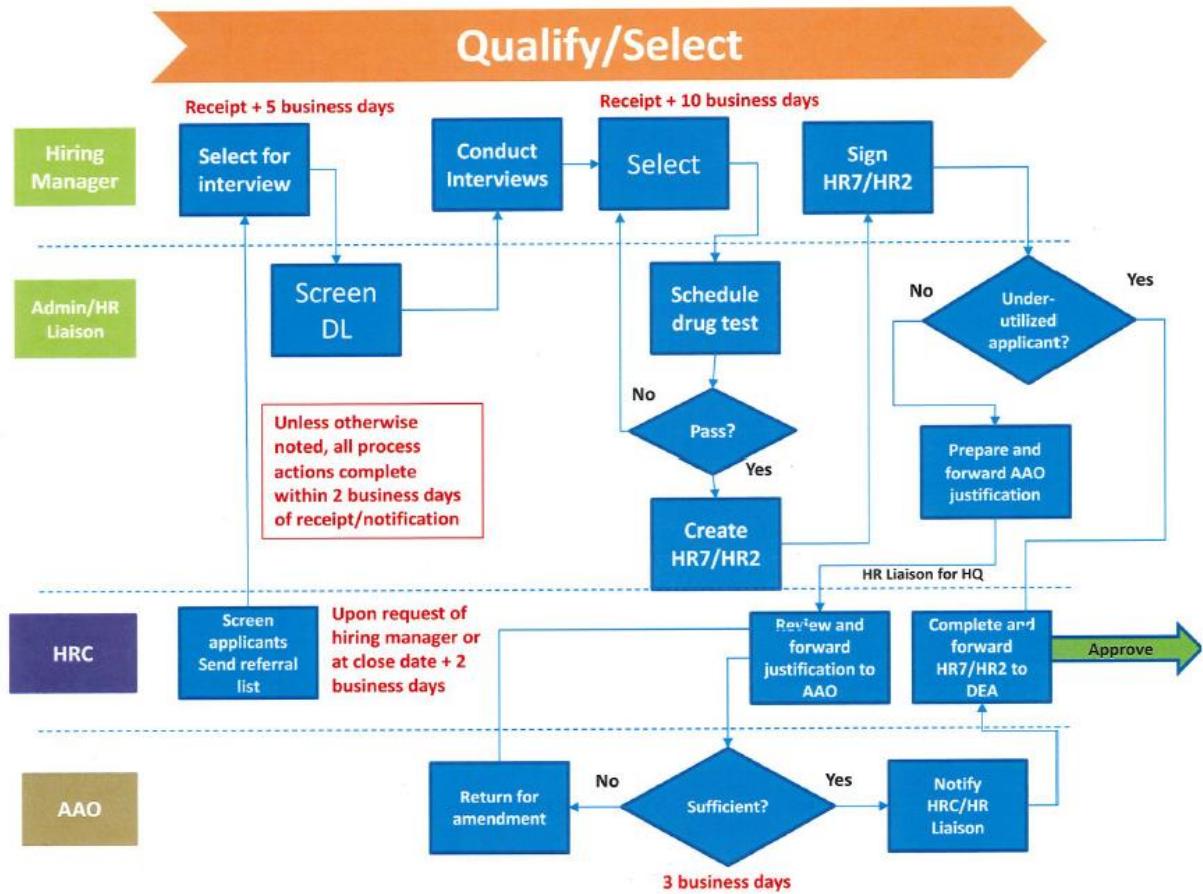
Challenges

- Improperly closed requisitions cause skewed data in NEOGOV.
  - The human capital management team is working to make the necessary updates.
- High turnover in trades positions: over 25%.
- In a three-month period, it is possible to have a position advertised, filled, vacated, re-advertised, and re-filled.
- Posts 1,200 to 1,300 positions and loses about 700 employees in one year. Most years the agency will hire back that many employees or more. It is a strain on the system.
- Loses employees due to pay. Has anecdotal evidence that skilled field employees leave for as little as $.50/hour. Employees receive specialized education, training, and certifications from the agency then leave to work for the county for more money.
  - Wants to increase the starting salary for its skilled field employees, who make up two-thirds of the agency, but the agency must secure enough funding to accomplish this. The agency believes having a higher starting salary will slow its termination rates.
  - The agency experiences the highest churn with its skilled field employees. These are also the most difficult to fill positions.
- Field employees must have a valid drivers' license and a clean driving record. Has trouble recruiting because many applicants do not have these items.
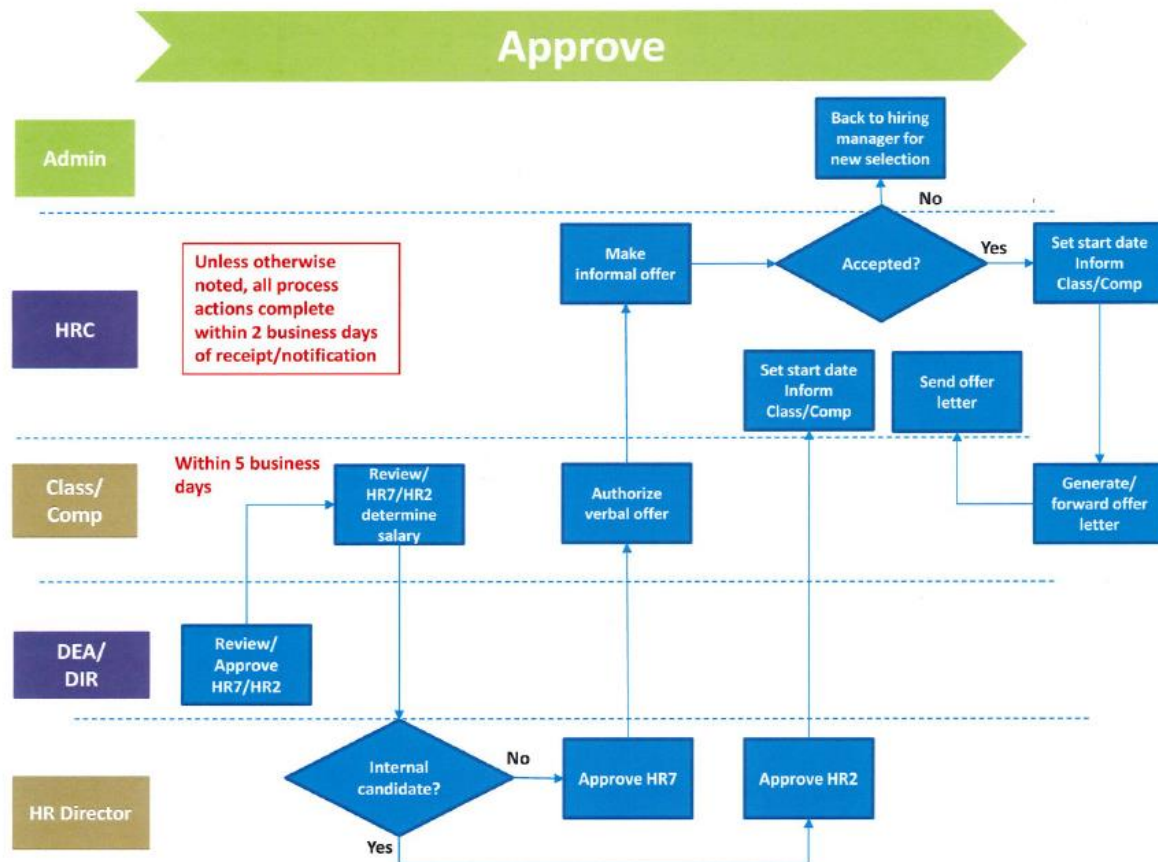
Process[36]

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[36] Updates or reclassification of current, non-delegated positions or the creation of new, non-delegated positions require approval from DSHR before the effective date of these actions. DSHR must also approve proposed salaries outside of an agency's delegated authority before a formal offer can be made to the candidate.

Qualify/Select

Hiring Manager

Receipt + 5 business days

Select for interview → Conduct Interviews → Select → Sign HR7/HR2

Receipt + 10 business days

Admin/HR Liaison

Screen DL

Schedule drug test

Under-utilized applicant? — No / Yes

Prepare and forward AAO justification

Unless otherwise noted, all process actions complete within 2 business days of receipt/notification

No — Pass? — Yes

Create HR7/HR2

HR Liaison for HQ

HRC

Screen applicants Send referral list

Upon request of hiring manager or at close date + 2 business days

Review and forward justification to AAO

Complete and forward HR7/HR2 to DEA → Approve

AAO

Return for amendment — No — Sufficient? — Yes — Notify HRC/HR Liaison

3 business days

- Uses a new, internal electronic personnel transaction system. The impetus for creating the system was to track workflows and time-frames.
- Previously, HR consultants did not begin reviewing and qualifying candidates' applications until after the posting closed. The agency recognized that it took weeks for managers to receive the referred applications of candidates who met the minimum requirements of the position. HR management encourages HR consultants to begin reviewing and qualifying before the posting closes and finish the process within two business days of the posting's close date.
- Uses NEOGOV to send status notification letters to candidates.

Practices

- Publishes the internal posting, interview and hiring processes and makes it available to hiring managers and their administrative assistants.
  - The process includes benchmarks for completion of each activities (i.e.: hiring managers should select candidates to interview within five days of receiving referred applications)
- Advises hiring managers not to post for longer than five days. Some managers like to post for two weeks.
- Uses very few continuous postings; discourages continuous and 30-day postings.

- Encourages managers to ask for interim reports on the status and progress of their postings.
- Managers receive interviewer training in the agency's "Fundamentals of Human Resources" class, which is compulsory for all supervisors, however, the agency does not have an enforcement mechanism for completion of the class. Also, managers are not required to take the class more than once during their tenure with the agency. Human Resources is revamping this training.
- Recommends panel interviews and requires managers to interview at least three candidates for each job. Agency does not require multiple rounds of interviews.
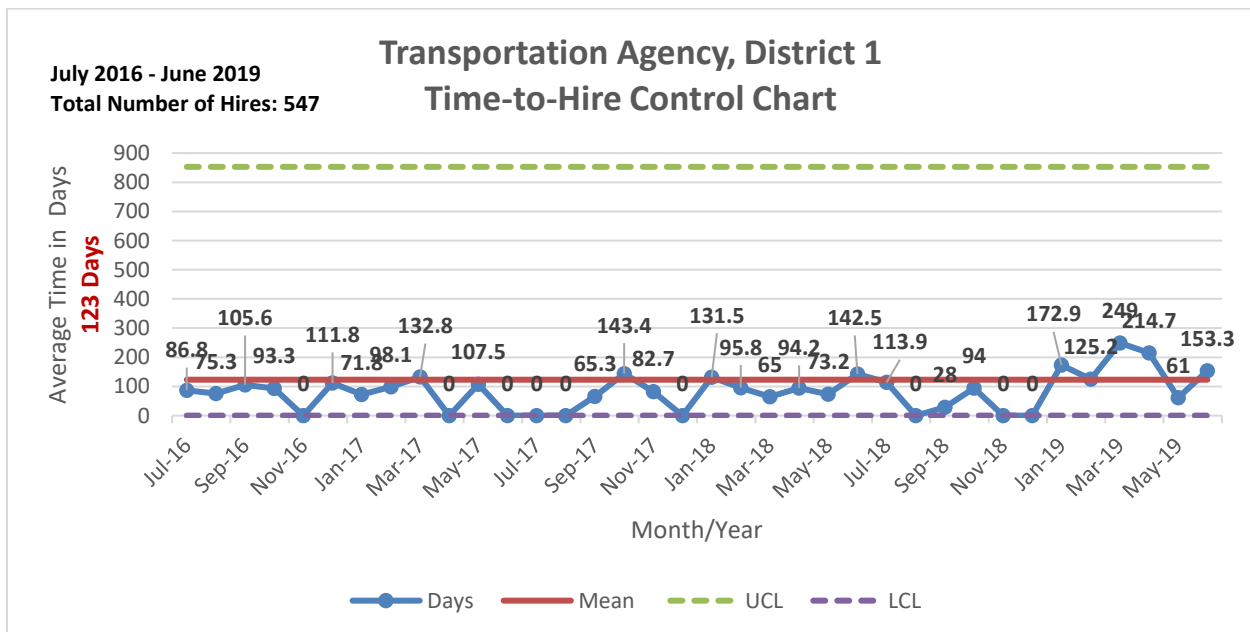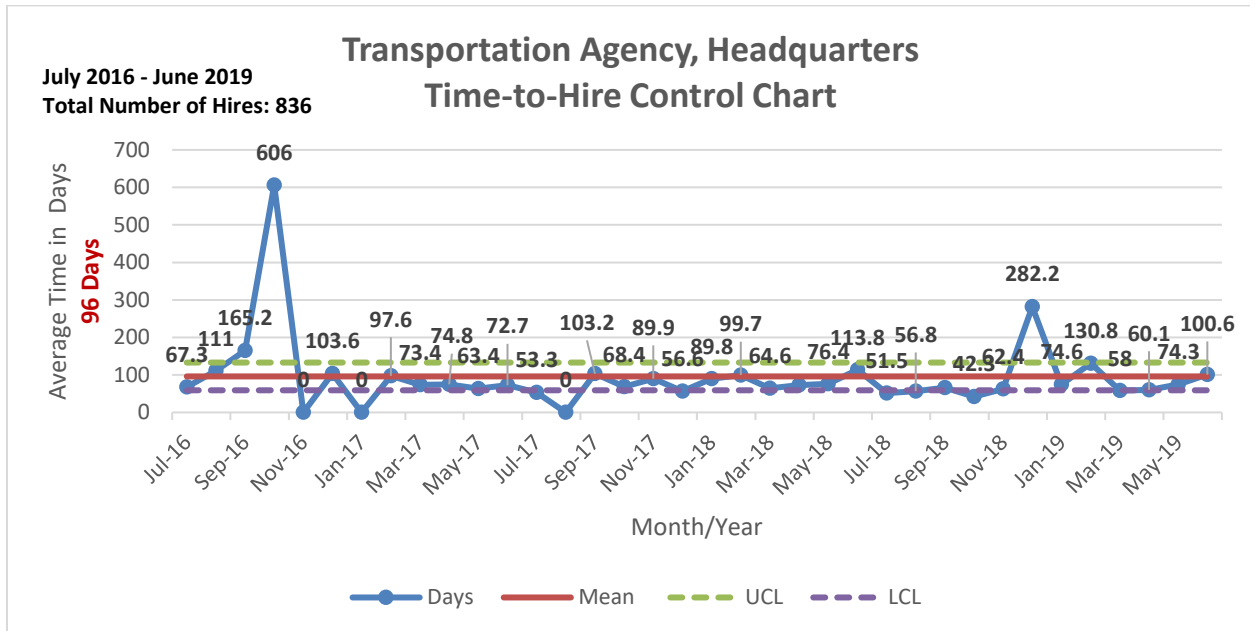
Successes

- Eighty percent (80%) of positions filled within three months of posting.
- Trend data showed marked improvements after sharing data with district managers. Sees that active, involved, and enthusiastic managers get things done quicker.
- The post-to-fill average from late 2017 or early 2016 was around 60 days.
- The electronic personnel transaction system allows them to track activity and drill down to the organizational unit level to see where issues are.
- Average time-to-fill decreased from 60 calendar days to high 30's/low 40's for about 80% of their organizational units.
- On average, it takes hiring managers about 20 calendar days to make a hiring selection from the day the posting closes.

Active Recruitment Efforts

- Has an internship program for college students.
- Started a program for high school mechanics in April 2019. Human Resources visited every vocational technical high school in the state and hired under 20 students. The agency extended the program to a co-op during the school year and hopes to see some of these students return to work for the agency full time after graduation.
- Employs interns as State temporary employees.
- Many tenured agency employees started as interns at the agency.
- Seeks out job fairs in state and out of state and visits workforce development centers in the state.
  - o Engages subject matter expert employees to attend job fairs with HR staff.
- Partners with Goodwill Industries.
- In 2018, instituted a program where hiring manages can extend an offer of employment to a college student in their final term, contingent upon completion of their degree.
- Has an employee referral program.
  - o $250 bonus to the referring employee after the referred employee reaches 6 months of employment and an additional $250 after the first year of employment.
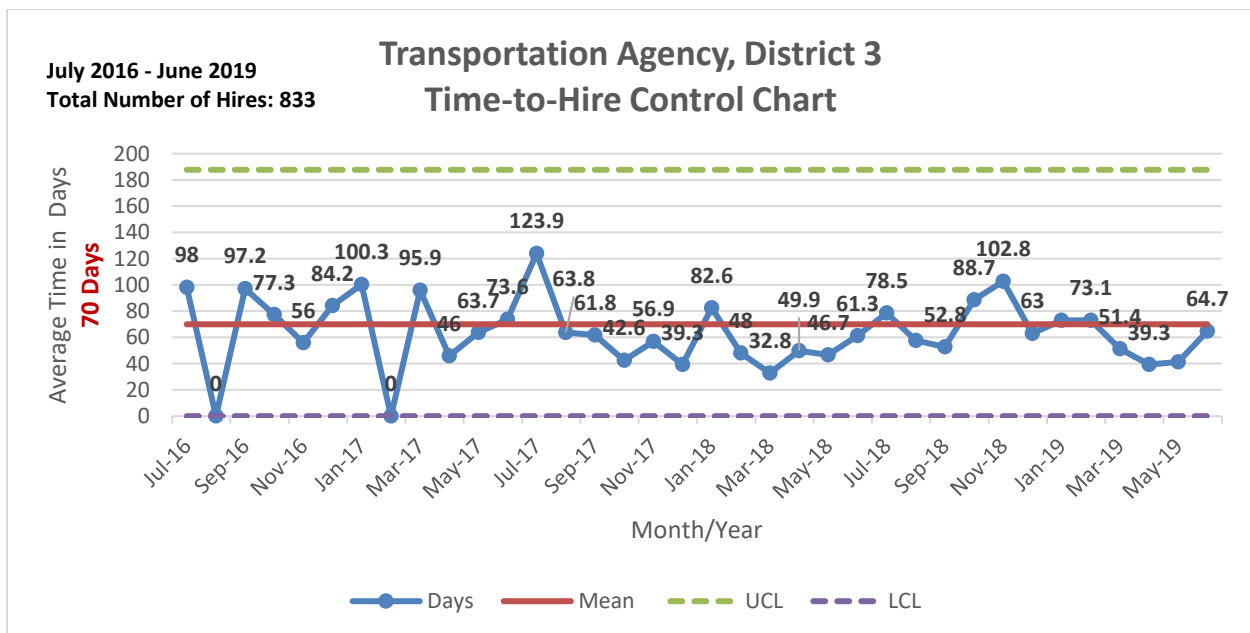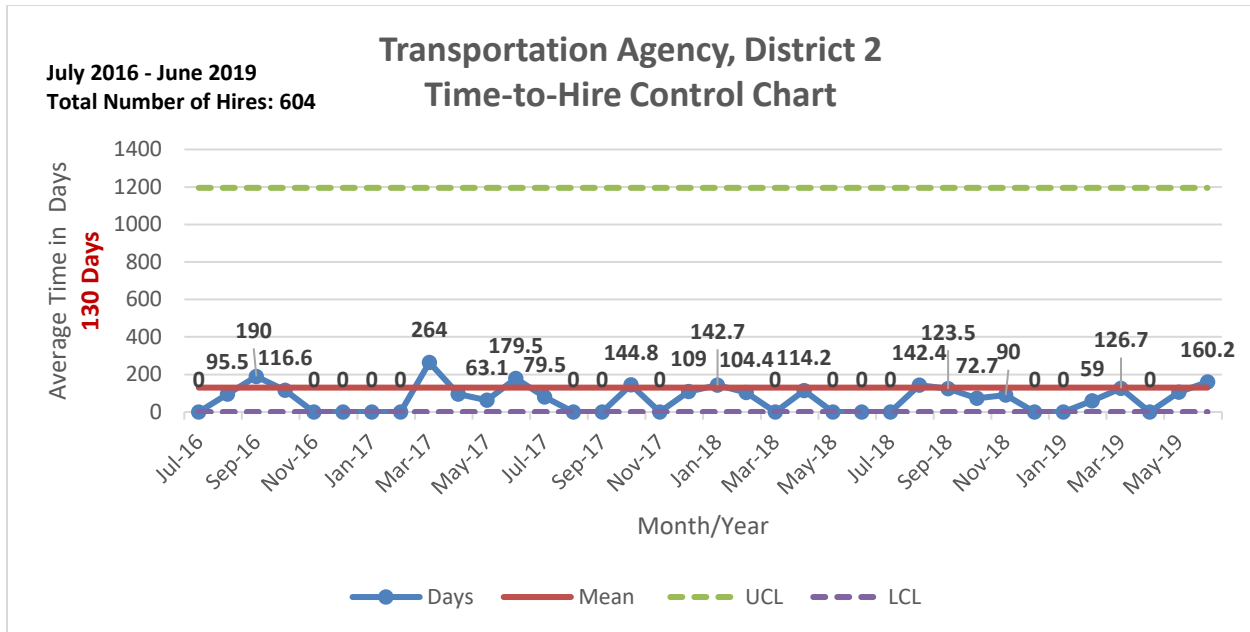
Other Findings

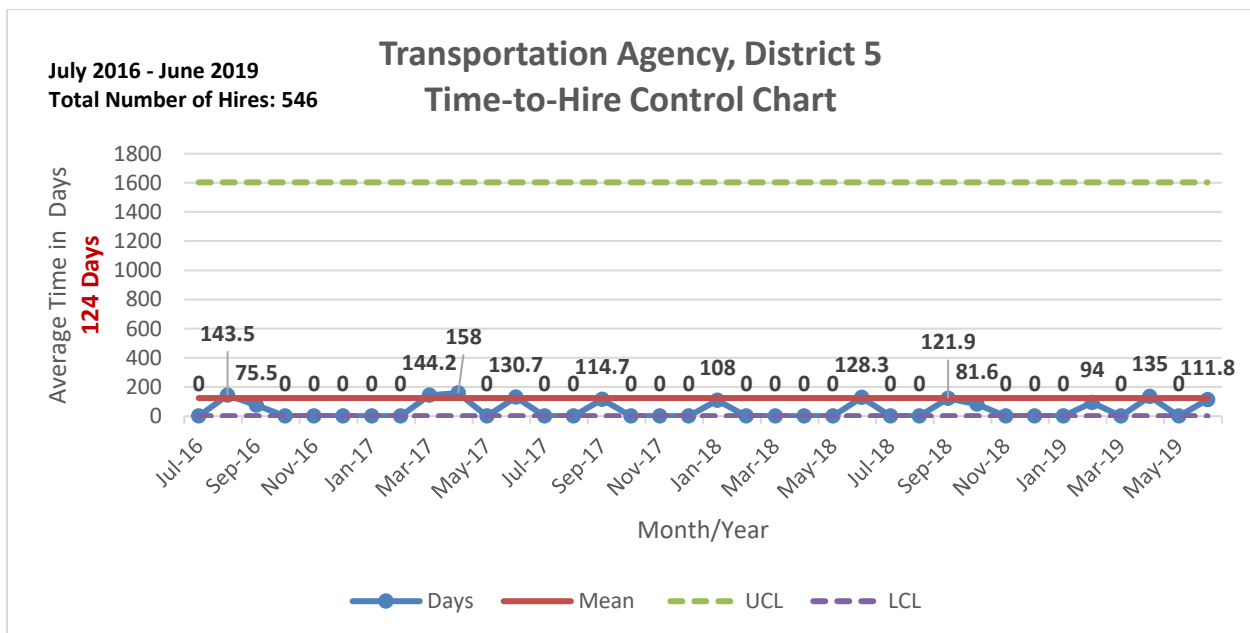- Hiring managers change frequently and they do not have access to the Online Hiring Center (OHC).

Appendix: Transportation Agency: Time-to-Hire Data[37,38]
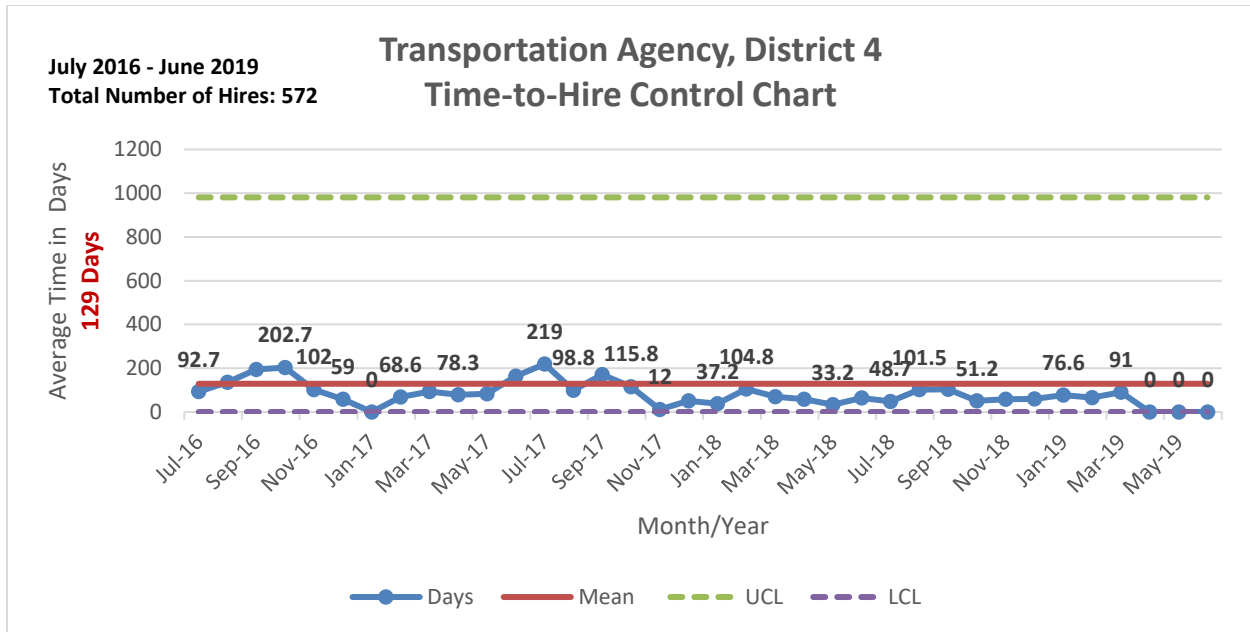

Transportation Agency, Headquarters Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 836

Transportation Agency, District 1 Time-to-Hire Control Chart

July 2016 - June 2019
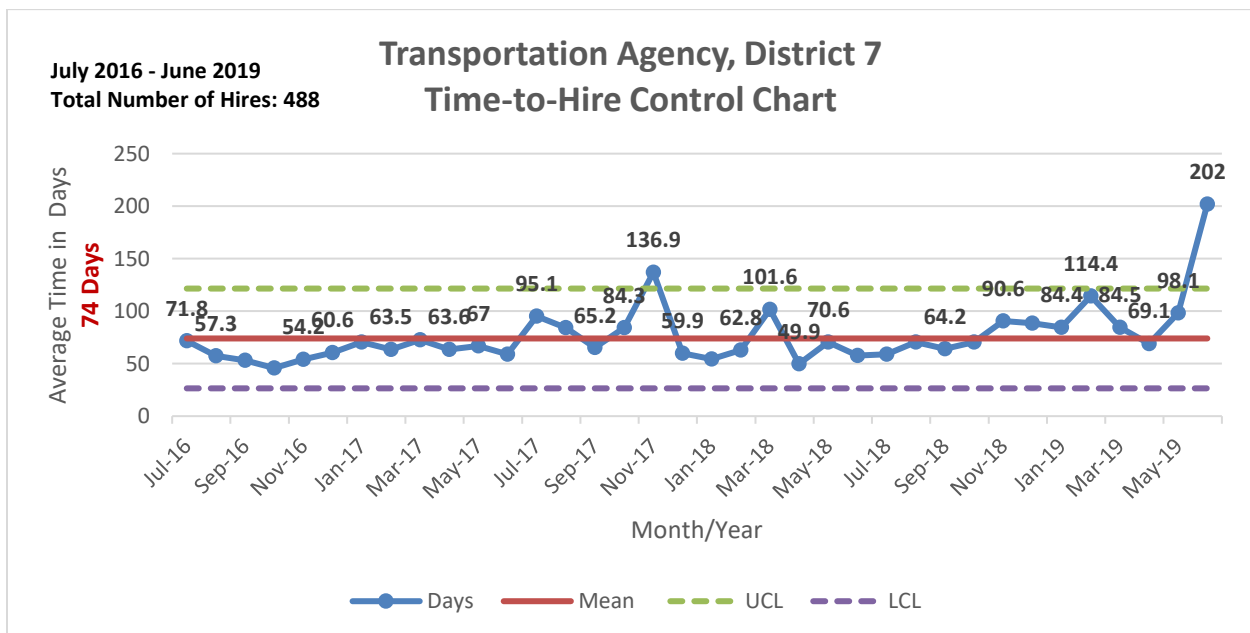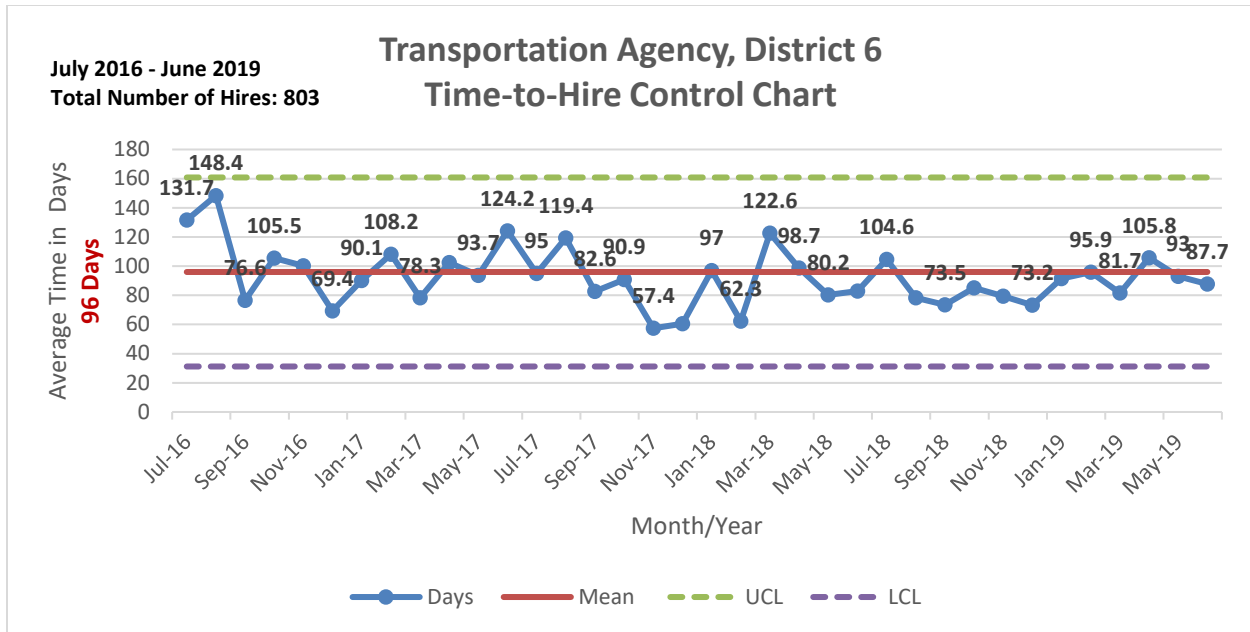Total Number of Hires: 547

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[37] Chart data reflects non-continuous postings only. Continuous postings are excluded.
[38] This agency's headquarters and 7 organizational areas or "districts" are listed as separate "agencies" in NEOGOV. Therefore, NEOGOV Analytics calculates time-to-hire for headquarters and each district separately instead of as a single agency. Overall agency averages are unknown.
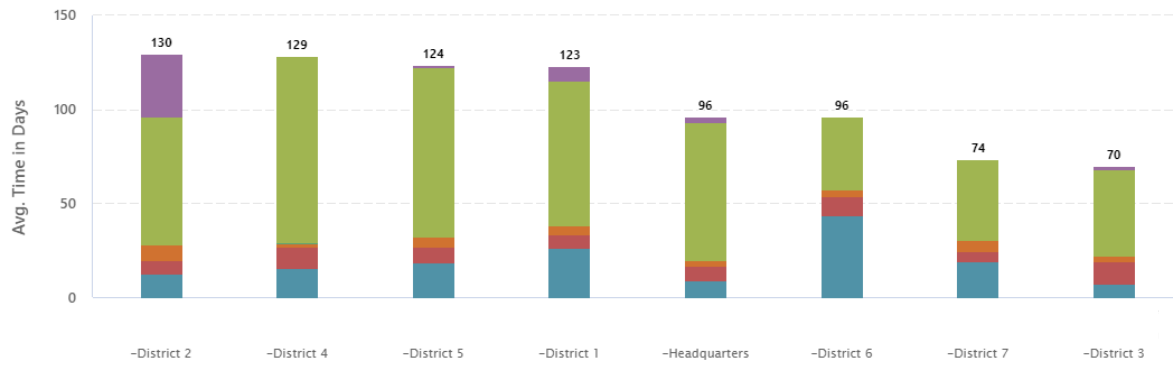
Transportation Agency, District 2
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 604

Transportation Agency, District 3
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 833

Transportation Agency, District 4
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 572

Average Time in Days

129 Days

92.7 202.7 102 59 0 68.6 78.3 219 98.8 115.8 12 37.2 104.8 33.2 48.7 101.5 51.2 76.6 91 0 0 0

Month/Year

Days — Mean — UCL — LCL

Transportation Agency, District 5
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 546

Average Time in Days

124 Days

0 143.5 75.5 0 0 0 0 144.2 158 0 130.7 0 114.7 0 0 0 108 0 0 0 128.3 0 0 121.9 81.6 0 0 94 135 111.8 0

Month/Year

Days — Mean — UCL — LCL

Transportation Agency, District 6
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 803

Transportation Agency, District 7
Time-to-Hire Control Chart

July 2016 - June 2019
Total Number of Hires: 488

Time to Hire
July 01, 2016 - June 30, 2019
Total Number of Hires: **5229**

Glossary of Terms

- Batch, batching, or batch download – The process of downloading applications of qualified candidates in OHC and emailing them to the hiring manager.

- Classified position – A full-time equivalent (FTE) position that is assigned to a class.

- Closeout process – The process of marking candidates as "Interviewed", "Offered", "Hired" and "Rejected" in OHC and authorizing the hire and filling the requisition in Insight.

- Common cause variation (common cause) – "Fluctuation caused by unknown factors resulting in a steady but random distribution of output around the average of the data. It is a measure of the process potential, or how well the process can perform when special cause variation removed." (iSixSigma, n.d.)

- Continuous posting – Refers to a posting with no close date.

- Cost per hire – Total internal and external recruiting costs ÷ total number of hires in a given time frame. Internal recruiting costs include recruiter salaries, employee referral bonuses, interview costs (number of hours x hourly salary of interviewers), fixed costs (office rental). External recruiting costs include advertising costs, external recruiter fees, recruiting software fees, job/career fair costs. (https://ideal.com/cost-per-hire/)

- Delegated Authority – Written authorization granted to an agency by DSHR which allows the agency to approve and effect certain classification and compensation actions without prior approval of DSHR.

- <u>Division of State Human Resources (DSHR)</u> – Division within the SC Department of Administration that works with agency customers to provide guidance, consultation, interpretation, oversight, and approval of certain actions related to alternative dispute resolution, classification and compensation, recruitment, employee benefits and leave, and other human resources-related state and federal policies, laws, and regulations.

- <u>Executive Compensation position</u> – A type of unclassified position.

- <u>Geofencing (Geofencing Marketing)</u> – "Location-based ads where a user's location is recorded via the internet and advertisements are only shown to people in a specific location target." (Winterer, 2018.)

- <u>Insight (NEOGOV Insight)</u> – Applicant tracking module designed exclusively for the public sector.

- <u>NEOGOV</u> – Human resources software suite designed for the public sector.

- <u>NEOGOV Analytics</u> – Reporting feature of NEOGOV Insight.

- <u>Non-Continuous Posting</u> – Refers to a posting with a defined close date.

- <u>Onboard (NEOGOV Onboard)</u> – Self-service portal used to facilitate new hire paperwork, processes, and training.

- <u>Online Hiring Center (OHC or NEOGOV OHC)</u> – A module of NEOGOV that allows hiring managers and other staff with assigned access create and approve posting requisitions, view job applications, and complete closeout process tasks.

- <u>Posting</u> – Job announcement or advertisement.

- <u>Qualify</u> – The act of screening job applications in NEOGOV to see if applicants have the minimum required education and experience listed on the posting.

- <u>Refer or Referral</u> – The act of forwarding the applications of candidates who meet the minimum requirements of a job posting to the hiring manager in OHC.

- <u>Regulatory State Agency</u> – A state agency subject to the provisions of the State Human Resources Regulations.

- <u>Re-posting or re-post</u> – Refers to re-opening a posting after the original close date.

- <u>Special cause variation (special cause)</u> – An unexpected change in a process caused by a random event that is not part of how a process normally operates.

- <u>Time-to-Fill</u> – Represents the number of days until an agency fills a position. The organization may choose any point to begin its measurement. This may be when the position becomes vacant, when a manager requests to post a vacancy, or when the position posts for recruitment. The endpoint is usually the day a candidate accepts the job offer. (Bika, n.d.)

- <u>Time-to-Hire</u> – The time elapsed between the creation of a requisition to post a job and the hire authorization date as recorded in NEOGOV. This time excludes weekends and includes the U.S. holidays.

- <u>Unclassified position</u> – An FTE position that is assigned to an unclassified state title. Includes agency heads covered by the Agency Head Salary Commission, executive compensation positions, academic personnel or other unclassified positions.